

Acknowledgements

Community Plan Development

Office of Housing & Economic
Development (OHED)
David B. Turkel, Director

Design Renderings

Office of Housing & Economic
Development Staff
Derrick Arceneaux
James Gray

Community Vision Team

Clifton Antoine
Sheila Baker
Phelitria Barnes
Lois Caleb
Joseph Davis
Saundra Davis
Norbert Donato
Aleida Espinosa
James Fretty
Myrtis Hamilton
Thomas Herd
JoAnn Jackson
Bernett Jones
Roland Leno
Sandra Leno
Eluster Sims
Mary Sims
Anita St. Julian

Support Organizations

Commissioner Sylvia R. Garcia, Harris
County Precinct Two
Concerned Citizens of McNair
Goose Creek Consolidated ISD
Harlem Heritage CDC
Harris County Sheriff's Department
McNair CDC
Precinct Three Constables Office

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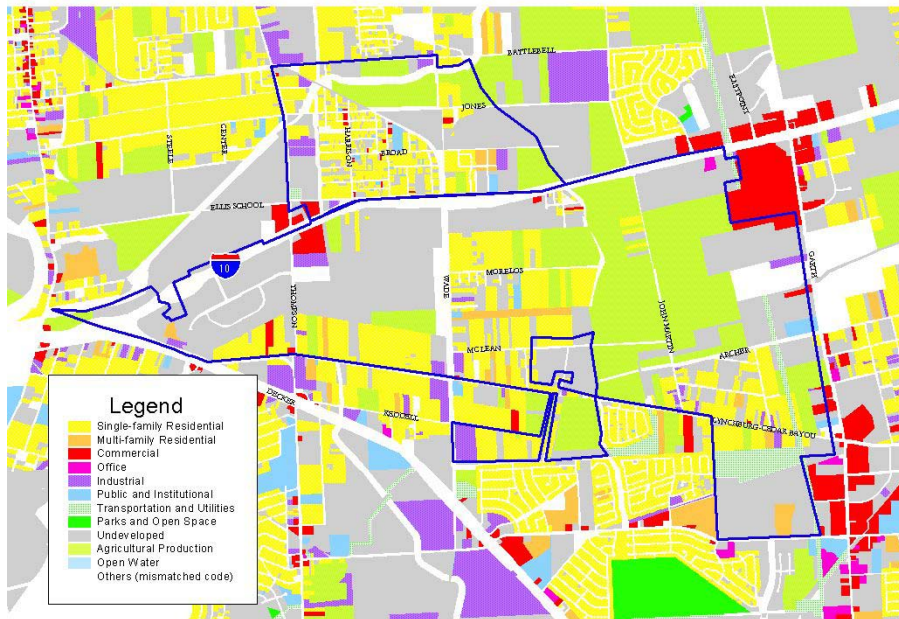
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Executive Summary

The mission of a five-year community plan is to review existing conditions and needs of the neighborhood and work to develop strategies to address those issues. In the creation of this community plan for McNair and Linus, the Harris County Office of Housing and Economic Development (OHED), Planning and Development Section conducted windshield surveys, analyzed demographic information and held community meetings to develop an inventory of the community's assets and needs. Results of the community analysis, coupled with results of an exercise

identifying problems, concerns, neighborhood strengths, weaknesses, opportunities, and threats, provided a good inventory of conditions and needs in the neighborhood. Based on this information, the community plan was developed.

Map 1: McNair and Linus Land Use



OHED staff met with McNair/Linus residents, local CDC's, churches, businesses, schools and community leaders to introduce the community planning process, and to provide an open forum

to identify the needs and concerns of the community. A series of community meetings were held and an open invitation to participate went out to all homeowners, renters, business owners, non-profits, churches, and their representatives to assist in the preparation of the community plan.

The community plan addresses the need to protect the assets of the McNair/Linus community and recommends ways to meet identified needs through long-term goals. Each goal is further defined in the community plan by recommended action items. The objectives and action items associated with each goal provide a framework for future decisions and initiatives to be undertaken in the neighborhood. It is recognized that many of the recommended action items contained in the community plan are conceptual only and may need to be analyzed in greater detail. The wording of the plan reflects the opinions of the participants, not necessarily the opinion of OHED. Implementation of the plan will ultimately rest with the McNair/Linus community.

Introduction

Harris County recognizes the need for individualized attention and planning in the county's established neighborhoods. Through an effort to revitalize economically strained communities, the Harris County Office of Housing and Economic Development (OHED) has identified neighborhoods located in the unincorporated areas of the county that exhibit higher than average levels of distress. OHED and the U.S. Department and Housing & Urban Development (HUD), through the county's Consolidated Plan, have designated these communities as *Target Areas*. The factors considered in identifying target areas are neighborhoods that exhibit high levels of poverty and low-to moderate-income residents in their population.

The OHED Community Planning process was developed in an effort to revitalize economically strained target areas throughout Harris County. The planning model is a community-driven process that provides residents, businesses, local leaders and potential investors with a plan that addresses visions and strategies for a community. The Community Planning process also provides a strategy of problem solving and responsibility in order to avoid the deterioration of property values and quality of life that many other urban areas now face.

There are many benefits to the Community Planning process. The process empowers, excites and pulls together diverse community forces to promote positive community development. It is also a basis for obtaining funding from federal, state, local and private foundations, since the plan represents a well thought out and clear strategy for redeveloping the area, along with a comprehensive focus.

Community development plans for target areas such as McNair and Linus represent a new approach to revitalization in Harris County. By planning to meet the needs of all targeted areas and through continued development of alliances and partnerships, the Community Planning process is making a new commitment to comprehensive community development.

Goals for the McNair/Linus Community Plan

- Develop a five-year plan of action for the community that addresses issues and concerns identified through community meetings;
- Work with the local CDC's and residents to implement plan recommendations; and
- Coordinate and seek to leverage planned improvements through public and private resources.



The Community Planning Process

The Community Planning process is designed to be a dynamic, community-driven process aimed at providing residents with action-oriented solutions. The plan is not only a roadmap to area revitalization, but also an innovative approach to rebuilding communities through participation at

the local level. Strategies outline the improvement and expansion of housing, infrastructure, economic development, arts and culture, public safety, recreation, health and education.

Residents, businesspersons, educators, civic leaders and others are charged with the development of the plan as well as its implementation. The strategic planning process is designed to infuse the community with a spirit and confidence to creatively solve problems in a way that results in an active, successful, and self-sustaining environment. There are many elements and phases to the community planning process that contributed to the development of the community plan. They are as follows:

Initial Assessment

An initial assessment was compiled to analyze significant information from available sources. The assessment provides an inventory and assessment of the community that includes demographic and population characteristics, land use, census data, and community facilities and services.

Vision Team

As part of the community planning process, a *Vision Team* was created to give a “sense of ownership” to the community by its selection of decision-makers already committed to the revitalization of McNair/Linus. These members are community leaders, similar to a steering committee that offers direct support, experience and commitment to the community.

The *Vision Team* is responsible for generating support and awareness for the planning process. They provide guidance, foster community involvement, organize and facilitate community meetings as well as other events held in the community. The *Vision Team* will be charged with the empowerment of local organizations to implement the plan.

Community Meetings

To provide a broad basis for resident involvement in the planning process, a series of community meetings were held. Residents, *Vision Team*, revitalization partners, businesspersons, local CDC’s, educators, and others were invited to systematically identify issues and concerns of the community and confirmed solutions and a plan of action.

Residents were asked to develop strategies for making improvements based on these elements:

- ❑ Housing, Community Facilities, Parks, and Green Spaces;
- ❑ Overall Urban Design;
- ❑ Employment and Job Creation, Workforce Development;
- ❑ Water and Sewer Improvement, Flood Control, Road, Sidewalk, Trail Improvement; and

Residents were asked questions such as:

- What are your hopes, ideas and concerns about the future of McNair/Linus?
 - What about streets, sidewalks, drainage, parks, and public services?
 - How do you want McNair/Linus to grow?
 - What do you want your neighborhood to look like in 5, 10 and 20 years?
-
-

- ❑ Education, Public Health, Public Safety, Youth and Senior Activities & Services, Homeless Services, Additional Civic Enrichment Activities

The first step of the process was to identify the community's issues and concerns, and then formulate the community's goals and objectives. The identification of goals and objectives provided a framework for decision-making during the development and implementation of the plan. Also, a clear and concise statement of basic goals and specific objectives helped increase the plan's effectiveness in minimizing adverse effects of growth and change, seizing opportunities, and anticipating potential problems.

Urban Design Charette



Another element of the process included an Urban Design Charette, which was the design element of the community plan. It established a platform for a free flow of information and opinion sharing. Local architects, experts, students, planners, and residents came together in a design setting to develop visual and graphic solutions to the issues and concerns identified during the community meetings. The design solutions are a part of the overall community plan document.

Kick-off Celebration

The McNair/Linus also coordinated a community Kick-off Celebration to celebrate the completion of the plan.

CDC Enhancement and Training

The goal of the CDC is to implement plan recommendations and serve as the representative of the McNair/Linus neighborhood. Local CDC's will be responsible for guiding, implementing and managing the community plan recommendations. Subsequently, the community has a number of established CDC's and civic associations. Therefore, these groups may serve as the nucleus for implementation.

Community Plan Document

Based on the information gathered from the McNair/Linus community, the community plan was developed. The plan addresses the need to protect the assets of the neighborhood and recommends ways to meet the identified problems in the area through long-term goals. Each goal is further defined in the community plan by recommended action items. The objectives and action items associated with each goal provide a framework for future decisions and initiatives to be undertaken in the neighborhood.

Community Profile and Demographics

Introduction

In 2002, Harris County Office of Housing & Economic Development (OHED), Planning & Development division met with the McNair CDC to formally begin the community development planning process for the McNair and Linus communities. The community participated in several community meetings and events to shape this effort. As part of this process, participants were asked about existing conditions, but more importantly, they were asked “where does your community want to be in five to ten years?”

The McNair and Linus communities are two of the target areas designated by the U.S. Department of Housing & Urban Development (HUD) and sit adjacent to each other. These areas were chosen since they face unique challenges and have demonstrated an interest by residents to improve their neighborhood. Although McNair/Linus are standalone communities, a joint plan will be developed that includes the needs identified in both communities.

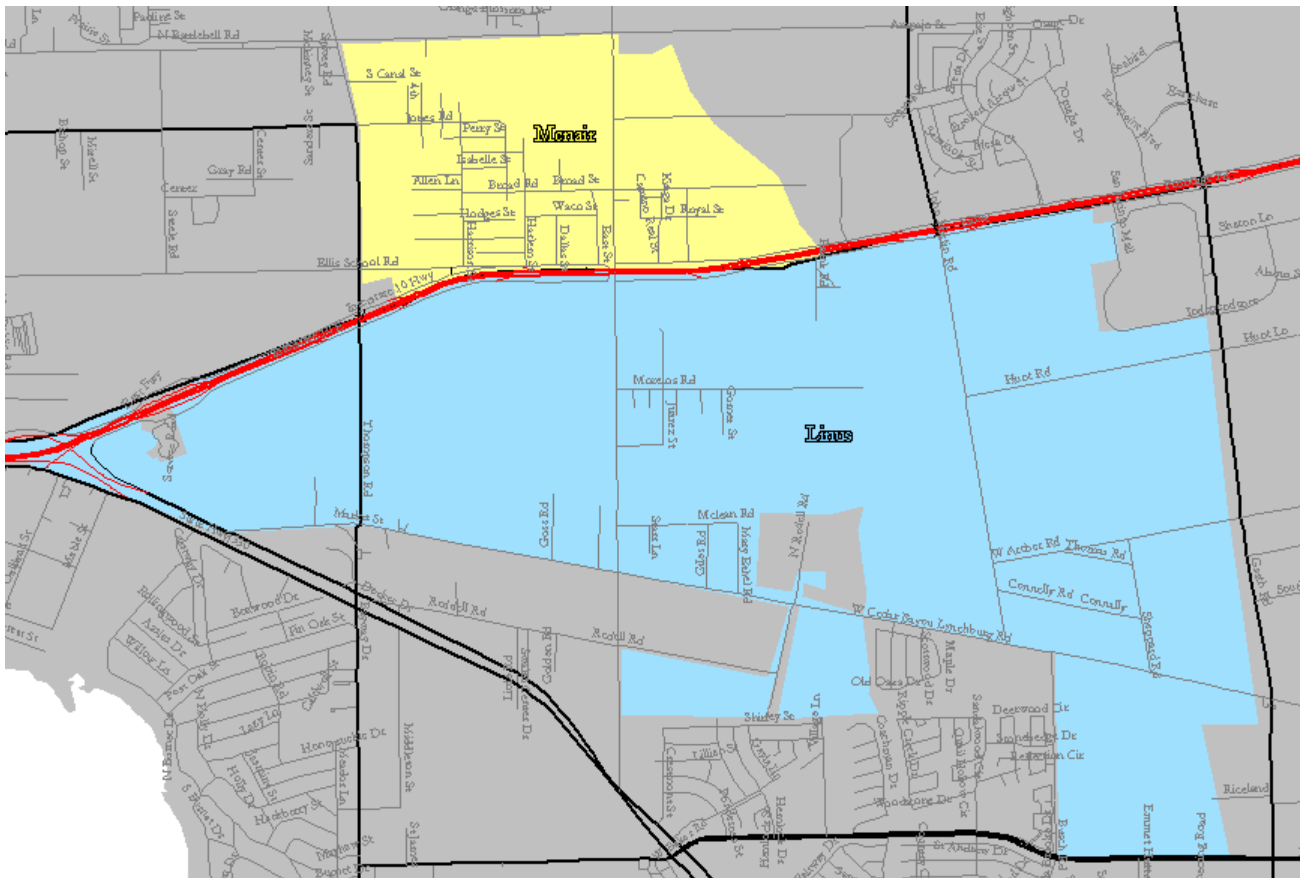
The McNair/Linus planning area is rich in history and culture. The plan is structured in several parts, namely the Community Profile and Demographics and Community Assessment and Strategies for Growth. Specific visions, goals and strategies are identified and each element concludes with strategic plan recommendations. The Plan serves as a guide for the community to revitalize their area. Further, the plan provides a framework for local organizations, businesses, residents and other stakeholders to use in concert for planned development.

The planning process began with an initial assessment of existing conditions, issues and problems in McNair/Linus. In collaboration with the McNair CDC and through the support of other local CDC's, churches, schools and residents, OHED solicited community input for the planning process through Vision Team efforts, community meetings, and the Urban Design Charette. Information was collected through surveys and discussions regarding issues and problems in the community. This information was then compiled into the planning document.

Boundaries

The McNair/Linus community is located in east Harris County approximately 23 miles from downtown Houston along Interstate 1-10 at the Wade Road exit. The target area is approximately 6.14 square miles in size with a population of approximately 3,504 persons. The community lies in Precinct Two and is central to area churches, various CDC's, and the J.D. Walker Community Center and Edna May Washington Park. McNair is bound by Battle Bell Road, Thompson Road, a fresh water canal, and Interstate-10. Linus is bound by Decker Road, Interstate-10, the City of Baytown, and Garth Road.

Map 2 Boundaries of McNair and Linus



Local History of McNair

There is no recorded history on the founding of the McNair community. However, it is widely accepted that an African-American community began settling in the area as tenants during the 1920's. As Humble Oil began to expand, African-Americans living near the site in Baytown relocated to the community now known as McNair. The well-known owner and developer of the land in McNair, Harry K. Johnson decided to sell the land to his tenants. He sold lots for \$60 each, later giving one lot to every person buying a lot. As a result, many in the community still own double lots.

The population of McNair is 1,710 persons and is predominantly 85.8 percent African American, 9.2 percent White, 5.7 percent Hispanic and 3.5 percent Other. Many of the residents of McNair have roots from Louisiana and retained much of their heritage such as local Zydeco events and Creole cooking.

In 1928, Harlem Elementary School was founded and the McNair community saw many improvements to the area during that time. Waterlines were constructed and residents began receiving water from what is now Highlands Fresh Water Supply District IB. In 1957, residents approved a \$350,000 bond issue and the creating of the Harris County Fresh Water Supply District (FWSD) IA, which today provides the community with water and sewer service.

Local History of Linus

Linus was first subdivided in the 1930's by the Highland Farms Corporation. The subdivision was originally named Little Mexico and retains that name as its legal description. The Linus community has grown slowly over the past 55 years with a population of 1,794, slightly larger than McNair. Linus is predominately 60.6 percent Hispanic or Latino.

Today the neighborhood is known as Linus to its residence and others familiar to the area. Ownership of much of the property still remains in the hands of family members of the original residents of the subdivision. Linus is primarily residential and remains that way today. Linus is located on flat terrain 30 feet above sea level and part of the area is within the 100-year flood plain.

Although McNair and Linus have not grown as fast as many communities in Harris County, residents and stakeholders have come together in an effort to improve their neighborhood. Vibrant new subdivisions, road and sidewalk improvements, upgraded water and sewer conditions are all part of the current revitalization efforts.

Demographics

Analyzing demographic trends in a community is advantageous to any planning effort. Data from the last official census taken in 2000 describes demographic characteristics of the McNair/Linus community. Table 1 shows the demographic location of the community by key map, census tracts, precinct, zip codes and school district.

Table 1: Demographic Analysis for McNair/Linus

Demographic Analysis McNair/Linus	
Key Map	460, 461, 500, 501
Census Tracts	25301, 25302, 25321, 25322
County Precinct	Precinct Two – Commissioner Sylvia Garcia
Zip Codes	77520, 77521, 77562
School District	Goose Creek Independent School District

Source: 2000 U.S. Bureau of Census

Population Size

A community's population size can reflect the demand for public services and utilities. Over the past 10 years the population of McNair and Linus planning area has increased slightly. This growth is not as robust as the county as a whole. Harris County grew 20.7 percent during this same period. The population in McNair/Linus is 3,504 persons in 2000 (1,710 and 1,794 respectively) compared to 3,249 (1,857 and 1,392 respectively) in 1990, an increase of 7.8 percent. In 2000, the area consists of 6.14 square miles.

Table 2: Projected Population Growth for McNair/Linus

Projection	1990	1995	2000	2005
Total Plan Area	3,249	3,399	3,504	3,665
McNair	1,857		1,710	
Linus	1,392		1,794	

Source: Bureau of the Census, 2000

Table 2 shows the population growth in the area over the last decade and an estimate for 2005. McNair has seen a slight decrease from 1990 to 2000. However, Linus saw an increase in overall population for the same period. Movement of the county's population has generally shifted westward with many persons choosing to migrate from the older, more industrial eastern section of the county. Population growth in McNair/Linus has been steady. Further, the area is expected to grow within the next five years.

Ethnicity

As shown below in Figure 1, the ethnic makeup for both areas is quite different. In McNair, the majority of the residents according to the 2000 census are predominately African-American (85.8%) followed by White (7%), Hispanic or Latino (5.7%), Asian (0.0%) and two or more races (1.5%). Compared to the 1990 census data, the McNair community decreased by 11.22 percent over 10 years. In 1990, African-Americans (91.3%) followed by White (4.73%), Hispanic or Latino (2.57%), Other (0.68%).

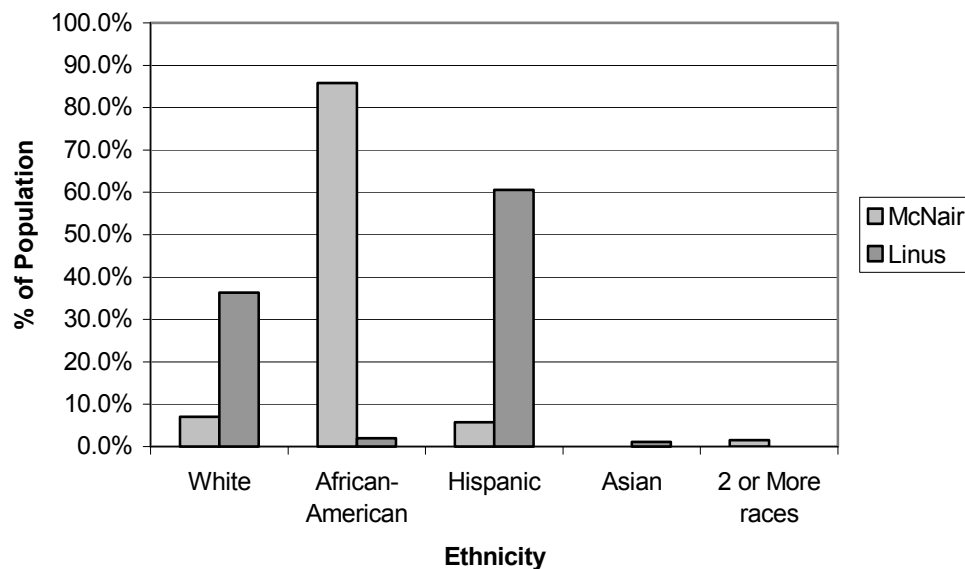


Figure 1: Ethnicity in McNair and Linus, 2000

Source: Bureau of the Census, 2000

Although Linus is adjacent to McNair, the ethnic makeup is significantly different. In 2000, the majority of the residents in Linus are Hispanic or Latino (60.6%) followed by White (36.3%), Asian (1.1%), African-American (2%) and two or more races (0.0%). Compared to 1990 census data, the Linus community saw a higher growth of 30.9 percent and a complete turnaround in ethnic makeup.

In 1990, census reported the majority of the residents as White (44.5%), Other (27.4%), Hispanic or Latino (19.3%), and African-American (7.08%).

The shift in Linus' ethnic distribution will have a significant effect on social and economic conditions of the community. For example, businesses and services may begin to cater to a growing bilingual or Spanish-only speaking community by adding bilingual personnel and services that cater to the population. New businesses may open in the area to serve this growing population's needs.

Age and Gender

McNair/Linus population is about equal to that of Harris County in age. Approximately 10.4 percent of the total plan area population is 65 years or older compared to 7.4 percent throughout the county. When broken down by target area, McNair (12.7%) and Linus (8.2%) of their populations are 65 years and older.

Table 3: Age of the McNair and Linus Population

	McNair	Linus	Total
Under 5	8.9%	9.7%	9.3%
6-19	22.3%	31.6%	27.1%
20-24	7.6%	6.7%	7.1%
25-34	14.4%	12.5%	13.4%
35-64	34.0%	31.3%	32.6%
Over 65	12.7%	8.2%	10.4%
Over 75	5.8%	2.6%	4.2%

Source: Bureau of the Census, 2000

Males make up over 50 percent of the population of the planning area (51%) and Linus (53%); however, only 48 percent of the McNair population. By age, females comprise a larger percentage of the 65 years and older, which is the case in the general population. Linus has the younger population compared to McNair, which may be due to the predominant Hispanic community in Linus.

Table 4: Age of the McNair and Linus Population by Gender

Males			
	McNair	Linus	Total
Under 5	8.2%	8.0%	8.1%
6-19	25.5%	33.9%	30.0%
20-24	6.1%	9.0%	7.7%
25-34	16.2%	11.0%	13.4%
35-64	35.1%	34.5%	34.7%
Over 65	9.0%	3.6%	6.1%
Over 75	2.6%	0.6%	1.5%
Females			
	McNair	Linus	Total
Under 5	9.7%	11.6%	10.6%
6-19	19.3%	29.0%	24.0%
20-24	9.0%	4.0%	6.6%
25-34	12.8%	14.1%	13.5%
35-64	33.0%	27.7%	30.4%
Over 65	16.2%	13.5%	14.9%
Over 75	8.9%	4.9%	6.9%

Source: Bureau of the Census, 2000

Breaking down sex according to age reveals two interesting points. First, the female population represents the majority of children below 5 years, who are 10.6 percent of the population in the plan area, 9.67 percent of McNair, and 11.63 percent of Linus. This is unusual since males generally remain the majority sex throughout early childhood. The second trend is the decrease in the male population after age 35 over the last decade. According to the 2000 statistics, only 34.7 percent of persons age 35 to 64 in McNair and Linus were male compared to 43.4 percent in 1990. Males of this age group may be migrating out of McNair and Linus due to a lack of jobs.

Household Income and Educational Attainment

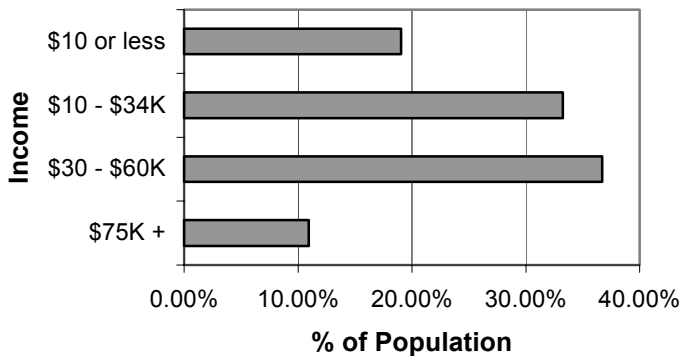
Table 5: McNair/Linus Income and Poverty Proportions

	McNair	Linus	Harris County
Population (2000)	1,770	1,794	3,400,578
Median Household income (1999)	\$22,976	\$36,153	\$42,598
Persons below Poverty (1999)	28.59%	12.93%	15.2%
% Unemployed (2000)	18.0%	1.89%	7.05%

Source: 2000 U.S. Bureau of Census

In 2000, the U.S. Census reports 54.4% of the residents in the McNair/Linus community were identified as low-or moderate-income. As represented in Table 5, the median household income [McNair (\$22,976)/Linus (\$36,153)] is \$29,564 for the total plan area. This is \$13,034 less than the county's median household income of \$42,598. However, according to the 1990, census the median household income in McNair/Linus was \$23,942, an increase of 23.48 percent.

Figure 2: McNair and Linus Household
Income, 2000



Source: Bureau of the Census, 2000

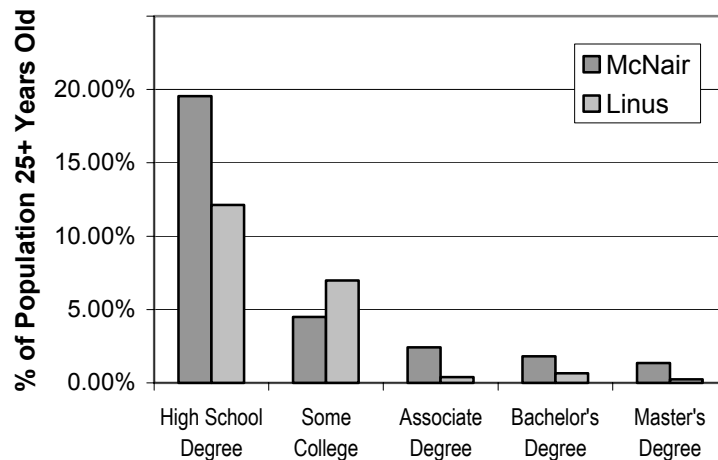
As shown in Figure 2, 36.7 percent of the population had incomes between \$35,000 to \$60,000, followed by 33.24 percent between \$10,000 to \$34,000, 19.03 less than \$10,000 and 10.93 percent over \$75,000.

The McNair (598)/Linus (563) community combined was home to 1161 households in 2000, which has increased slightly in the last 10 years. Persons per household are often used as indicators of overcrowding in an area.

In McNair/Linus, the average person per household is 3.5 persons. Almost three quarters (74.9%) of households in McNair (445)/Linus (425) are family households, compared to 69.7 percent in Harris County.

According to several studies, the level of income is strongly associated with educational attainment. In 2000, of the persons age 25 and older, 31.68 percent in McNair (37%) and Linus (25.7%) have received a high school diploma and nearly 11.5 percent went on to obtain some college experience. Subsequently, these figures exceed those for the entire county, in which nearly 21.63 percent of persons age 25 and older have obtained a high school degree and 6.69 percent have received some college education. Of those McNair residents over 25 years of age that have a college degree, the majority have went on to receive a Master's degree or higher.

Figure 3: Educational Attainment, 2000



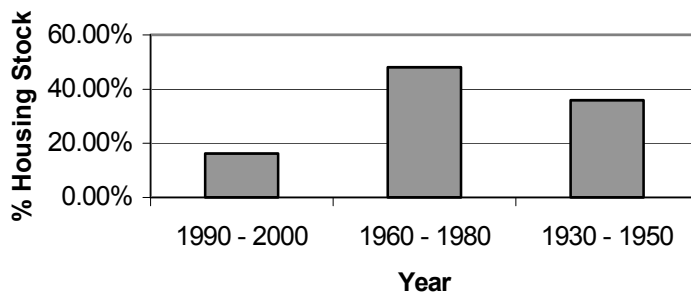
Source: Bureau of the Census, 2000

Community Assessment and Strategies for Growth

Housing

Housing combines the basic need for shelter with the human desire for a sense of a home, safety, history, comfort, ownership and pride. Throughout the community meeting process, affordable housing, elderly housing, housing rehabilitation, and preserving and improving the character of the neighborhoods were high priority for McNair/Linus residents.

Figure 4: McNair/Linus Housing Stock, 2000



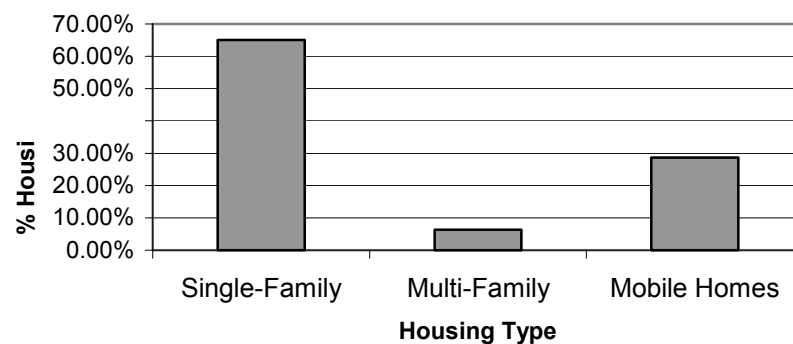
Source: Bureau of the Census, 2000

The housing stock in the McNair/Linus community is largely comprised of single-family aging housing stock and values. According to Figure 4, 16.17 percent of the single-family houses were built during the 1990's to 2000, 47.98 percent were built during the 1960's to 1980's and 35.83 percent were built during the 1930's to 1950's. Several of these houses are in disrepair or have reached deterioration stage.

The community maintains a relatively high proportion of homeownership nearly 72.66 percent compared to the 55.3 percent of the county's housing stock. Many of the single-family units are small, wood-frame houses or manufactured housing/mobile homes. Residents of the McNair/Linus community feel that homeownership is an important ingredient to maintaining their residential character. Four out of five existing houses in McNair/Linus are single-family, 65.01 percent. Only 6.34 percent are multi-family and 28.63 percent are mobile homes. In comparison, single-family dwelling units in Harris County represents 55.67 percent. There are many mobile home parks inside the community and these homes represent a large percentage of the single-family units in the McNair/Linus community.

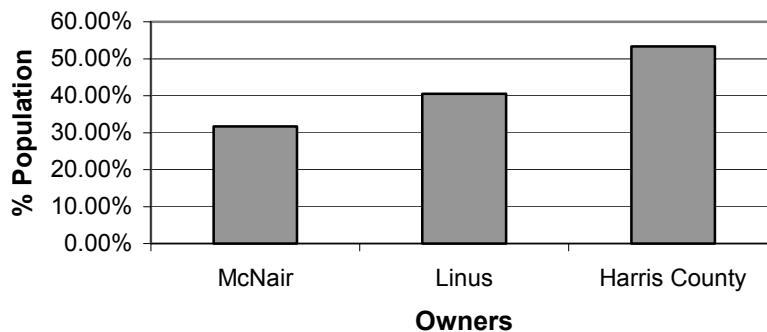
The residents of McNair/Linus desire housing that promotes and preserves the character of the neighborhood, and expands homeownership opportunities. A diverse range of affordable housing types may include infill housing, conventional single-family homes, patio homes, townhomes, and multifamily housing, which

Figure 5: Housing Stock by Type, 2000



Source: Bureau of the Census, 2000

Figure 6: Owner Occupancy and Tenure, 2000



Source: Bureau of the Census, 2000

all may provide a range of housing alternatives for homeownership. In the past, housing developers have not fully developed their subdivisions with water, sewer, and paved roads, particularly in Linus. These deficiencies have caused conditions that are not unlike colonia in South Texas. "Colonia" is a Spanish term for neighborhood or community. In Texas, colonia refers to a residential area along the Texas-Mexico border that may lack basic water and sewer systems, electricity, paved roads, and safe and sanitary housing.

Total Units

The number of housing units in McNair/Linus increased by 9.31 percent between 1990 and 2000. Of the available units in 2000, 88.62 percent were occupied and 28.03 percent were vacant. When comparing available units in 1990, 87.90 were occupied followed by 12.09 percent vacant. In comparison to the county, growth over the same period of time was 10.6 percent which is consistent with the McNair/Linus community.

Households and Families

In 2000, the Bureau of Census reported 1,128 households in the McNair/Linus community compared to 1,024 in 1990. According to this number, households increased by 10.16 percent between 1990 and 2000.

According to 2000 Census numbers, married couple families represent just over half of all household types. Generally speaking, the presence of married couple households, especially those with children, is an indicator of community and household stability. In 2000, this category of households made up 36.97 percent of the households in McNair/Linus compared to the county at 47.9 percent of households.

Table 6: McNair/Linus Household by family type

Family Type	Total Households	% Households
Family Households	614	54.43%
Married-couple family	417	36.97%
Male householder (not married)	60	5.32%
Female householder (not married)	137	12.15%

Occupancy and Tenure

Homeownership is generally a significant indicator of the stability of a community. It lends itself to

pride, security and community involvement in an area. The percentage of McNair/Linus households that have achieved homeownership is significantly higher than many other communities in the county. In 2000, approximately 72.66 percent of all occupied units in McNair/Linus are owner-occupied compared to only 55.3 percent of all occupied units in Harris County are owner-occupied.

Generally speaking, most single-family units are occupied by homeowners, and most multi-family units are occupied by renters, however this may vary in some communities. Geographically, occupancy statistics resemble those for housing type.

Housing Conditions

The adequacy of housing is most simply explained by the physical condition of available housing units. McNair and Linus community has over 1,292 housing units. It is difficult to determine the precise number of substandard housing units without a house-by-house inspection. Housing quality depends in part on the age, characteristics, and location of the dwelling unit. The age of a housing unit is one of the factors that affect its value. In addition, age of housing can be a determinant to its condition. Older structures require more maintenance and overall upkeep. If repairs are not made, the condition and value of the unit may deteriorate rapidly.



Harris County relied on the 2002 Harris County Appraisal District (HCAD) housing annual inspection to determine the McNair/Linus housing condition.

This annual survey inspection measures the overall physical condition of the dwelling units relative to its age, or the level of maintenance that you would normally expect to find in a dwelling of a given age. Consideration should be given to the foundation, porches, walls, exterior trim, roofing, chimneys, wall finish, interior trim, kitchen cabinets, heating system and plumbing. Six alternatives are provided:

1. **Excellent** - The dwelling exhibits an outstanding standard of maintenance and upkeep in relation to its age.
2. **Very Good** - The dwelling exhibits light evidence of deterioration; still attractive and quite desirable.
3. **Good** - The dwelling exhibits an above average standard of maintenance and upkeep in relation to its age.
4. **Average** - The dwelling display only minor signs of deterioration caused by normal “wear and tear”. The dwelling exhibits an average standard of maintenance and upkeep in relation to its age.
5. **Fair** - The dwelling is in structurally sound condition, but has greater than normal deterioration present (deferred maintenance) relative to its age.
6. **Poor** - The dwelling display signs of structural damage (as a sagging roof, foundation cracks, uneven floors, etc.) possible combined with a significant degree of deferred maintenance.

7. **Very Poor** - The dwelling displays a condition that approaches unsoundness; extremely undesirable and barely useable.
8. **Unsound** - The dwelling is structurally unsound, not suitable for habitation and subject to condemnation. It is possible some dwellings may be occupied, but still suitable for coding as unsound.

According to the 2002 HCAD Housing Inspection survey of houses in the community, out of the 1,292 single-family housing units in the Harris County Service Area, 510 were randomly selected. In general, the housing inventory resulted in the majority of the houses rating Fair. Results of the survey suggest that single-family housing stock in need of replacement or rehabilitation accounts for 425 single-family housing units or 83.3 percent of the single family housing stock. The second largest group of single-family housing units, 16.27 percent or 83 units was those in an average condition or in display only minor signs of deterioration. There were only 2 units, or 0.39 percent of the single-family stock that were in good or excellent condition. Table 7 graphically displays the percentage of single-family housing units falling into each of the above defined categories in the survey area.

Table 7: McNair/Linus Survey for Single-Family Housing Condition, 2002

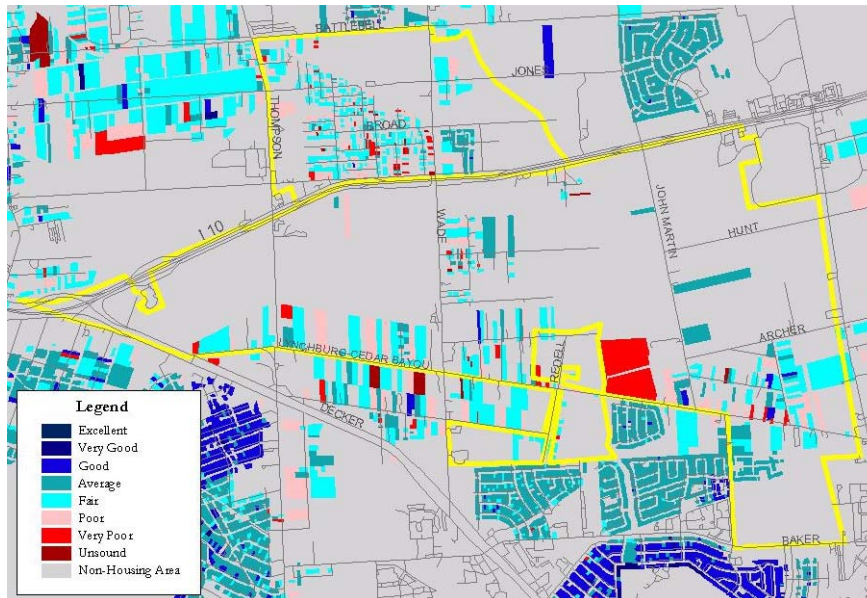
Condition	Percent of Total	Housing Units
Excellent	0%	0
Very Good	0%	0
Good	0.39%	2
Average	16.27%	83
Fair	53.72%	274
Poor	21.18%	108
Very Poor	6.08%	31
Unsound	2.35%	12
Total	100%	510

Source: Harris County Appraisal District

Note: Sample of 510 housing units

Housing quality also depends on the income of the occupants and their ability to pay for needed repairs. Today, many low-income households live in units that are at risk of loss because they cannot meet the basic costs of maintaining and operating standard housing. In fact, households with very low incomes (less than 50 percent of area median) are more than twice as likely as other households to live in structurally inadequate housing. And even accounting for income differences, renters are more likely to reside in structurally inadequate units than owners.

Map 3: Housing Condition in McNair and Linus

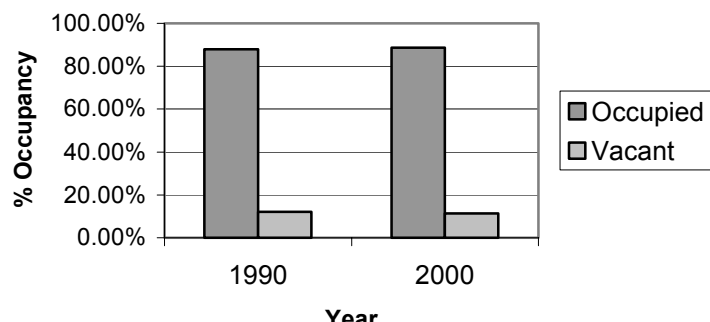


Map 2 shows the locations of the housing units categorized as fair, poor, very poor, and unsound. There are several concentrated areas of poor and very poor housing units. These concentrated areas may be ideal starting places to institute a rehabilitation program. A home repair program could be instituted to assist those housing units categorized as fair. Note the large block of very poor properties in McNair is on Hodges Street.

Vacancy

Vacancy rates in housing are often an indicator of the saturation of the total housing stock. High vacancy rates, especially in concentrated areas, often lends itself to vandalism and vagrancy in a community. It may also mean that the demand for housing in a particular community is low and may cause depressed housing values for all housing in that area. On the other hand, low vacancy rates may indicate a strong housing market, but at the same time may mean that not all housing needs are being met when other indicators, such as increased housing cost, are present. For example, if vacancy is low and housing cost is increasing, low-income households may be moving into substandard housing or creating overcrowded housing situations.

Figure 7: Occupancy Status, 2000



Source: Bureau of the Census, 2000

According to Figure 7, 11.38 percent of the houses in McNair/Linus are vacant housing units compared to 12.09 percent in 1990. This represents a 2.80 percent decrease in the number of vacant units over a 10-year period. Of the number of vacant units in 2000, 31.29 percent are for rent, 24.49 percent for purchase, and 0 percent for seasonal, recreational, or occasional use.

Homeless

According to sources in the McNair/Linus area, there have been no cases of true homelessness with the exception of those persons asked to vacate residences as a result of domestic problems or eviction. Those homeless persons have historically been placed in area shelters through local service caseworkers. Despite the fact that few cases of potential homelessness have been reported in McNair/Linus (the number of marginally homeless persons in the area) those persons living close to homelessness, is likely to be higher than in areas of the county as a result of high levels of poverty.

Goals and Objectives

1. Local CDC's should forge new partnerships with private/public housing providers.

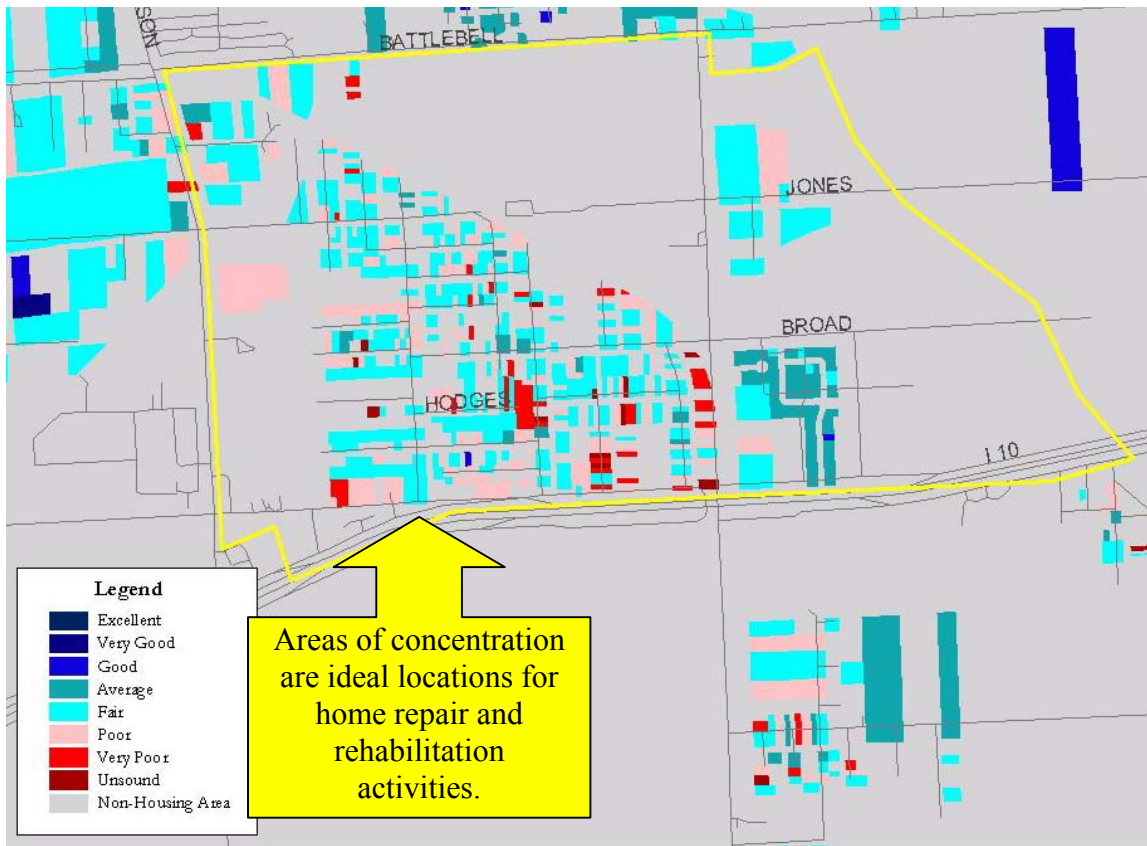
The community should recruit or partner with an organization to provide home repair, major rehabilitation, and new home construction activities to McNair and Linus low- to moderate-income residents (particularly elderly and disabled residents). Harris County has many organizations that currently provide home construction/repair programs and can partner with local groups to provide this service. These include organizations such as Local Initiatives Support Corporation (LISC) and Private Sector Initiative (PSI). For those organizations that do not have experience in home construction/repair, the cost to design and staff a multi-year program may be prohibitive. By partnering with an experienced provider, the local organization may gain valuable insight into program management while providing a superior product.

Local organizations should partner with an experienced home repair provider or consulting firm with experience in the home repair/rehabilitation industry. The partnering agency should have a minimum of two years of home repair/rehabilitation programming experience and have completed work on homes that are comparable to those in the McNair and Linus area. They should also establish a formal memorandum of understanding or contract between partnering agencies. This document should list expected outcomes and accomplishments over a specified time. Training expectations should also be explained in detail. The document should also have a detailed timeline. The program should set eligibility standards for both the property and property owner (i.e. a low-income person) in written policies and procedures. To assist the community in this process, this plan includes a guide on "How To Be Your Own Developer," in the appendix.

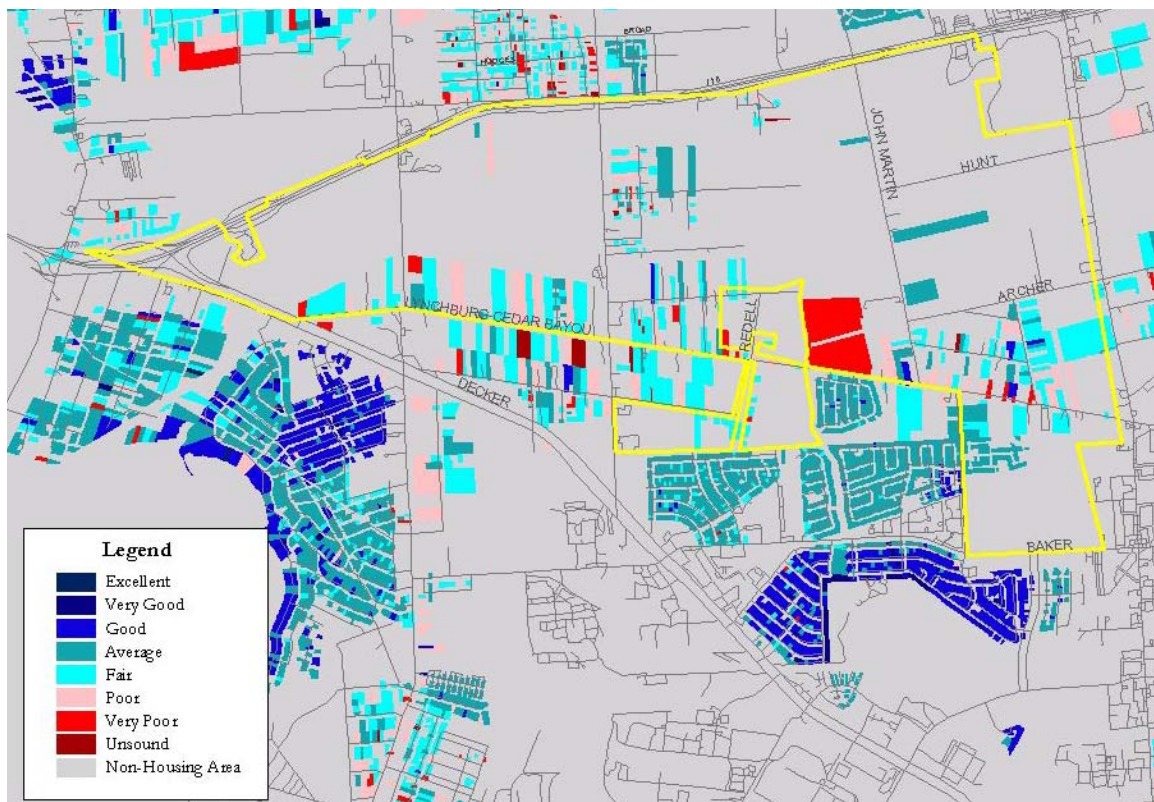
2. To improve the overall condition of houses rated as "Fair" through a Home Repair program. (A "Fair" dwelling is in structurally sound condition, but has greater than normal deterioration present, due to deferred maintenance, relative to its age.) The priority populations are: elderly, disabled, and female head of household. Programs will focus on roof repair, septic repair, exterior painting, minor siding repair and other basic repairs.

Over fifty percent of housing units surveyed in McNair and Linus were categorized as "Fair" according to the 2002 Harris County Appraisal District (HCAD) housing annual inspection. Home repair programs should, when possible, seek to improve housing on a street-by-street basis and provide a maximum per units subsidy of \$5,000.00 for repairs. A concentrated effort will often energize the community and improve property values as neighboring properties are improved along a street.

Map 4: Housing Conditions in McNair



Map 5: Housing Condition in Linus



3. **Investigate reinstating lapsed deed restrictions.** Deed restrictions are written agreements that restrict or limit property use or activities in a subdivision. These restrictions appear in the deed records, and are private agreements or contracts. In most cases, deed restrictions are binding upon every property owner in a defined neighborhood or subdivision, and all subsequent owners of the property in a deed-restricted neighborhood or subdivision must abide by the restrictions.

Deed restrictions are usually created and imposed on lots in a subdivision by the initial developer. At that time, the restrictions are filed in the Deed Records with the County Clerk's Office before the developer sells any lots in a subdivision. Deed restrictions may also be created by residents of a subdivision through the Texas Property Code, Chapters 201 and 202. Through this code, a majority of the subdivision's property owners must petition the Harris County Clerk's Office to create the restrictions. To obtain a copy of current deed restrictions or to petition to create restrictions, one must contact the Harris County Clerk's Office at (713) 755-6411 or the Harris County Clerk's Office located at 1001 Preston (inside the Harris County Administration Building), fourth floor, in downtown Houston.

One of the primary purposes of most deed restrictions is to preserve the residential character of a subdivision or neighborhood by preventing property use for commercial or industrial purposes. This makes deed-restricted neighborhoods desirable for people who wish to live in an area that is completely residential. Where property is not governed by deed restrictions, a property owner may be free to operate a commercial business in a neighborhood regardless of the impact on quality of life for other residents. Deed restrictions can also help preserve a neighborhood's appearance by setting standards for property maintenance, remodeling and add-on work to existing structures and other such areas.



Texas Property Code governs the process for the extension, renewal, creation, modification of, or addition to restrictions. To create or reinstate deed restrictions, a petition committee of no less than three property owners should work with an attorney competent in real estate law to draw up the deed restriction petition document for filing. The committee shall file written notice of its formation with the Harris County Clerk's office. A notice filed under this chapter must contain:

- (1) a statement that a petition committee has been formed for the extension of the term of, creation of, addition to, or modification of one or more restrictions;
- (2) the name and residential address of each member of the committee;

(3) the name of the subdivision to which the restrictions apply and a reference to the real property records or map or plat records where the instrument or instruments that contain the restrictions sought to be extended, added to, or modified are recorded or, if the creation of a restriction is proposed, a reference to the place where the map or other document, if any, is recorded;

(4) a general statement of the matters to be included in the petition;

(5) if the creation of a restriction for a subdivision is proposed, a copy of the proposed petition creating the restriction; and

(6) if the amendment or modification of a restriction is proposed, a copy of the proposed instrument creating the amendment or modification, that contains the original restriction that is affected and indicating, by appropriate deletion and insertion, the change to the restriction that is proposed to be amended or modified.

The petition may be filed not later than one year after the date on which the required notice by Section 201.005(a) is filed. The petition must be signed and acknowledged by individuals who own a majority of the total number of lots in the subdivision, in order to extend, renew, or create restrictions. This process is best guided by a real estate attorney.

4. **To improve the overall condition of houses rated as “Poor” and “Very Poor” through a home rehabilitation program.** A “Poor” dwelling displays signs of structural damage such as a sagging roof, foundation cracks, uneven floors, etc., possibly combined with a significant degree of deferred maintenance. A “Very Poor” dwelling displays a condition that approaches unsoundness and is extremely undesirable and barely useable. The priority populations are: elderly, disabled, and female head of household.

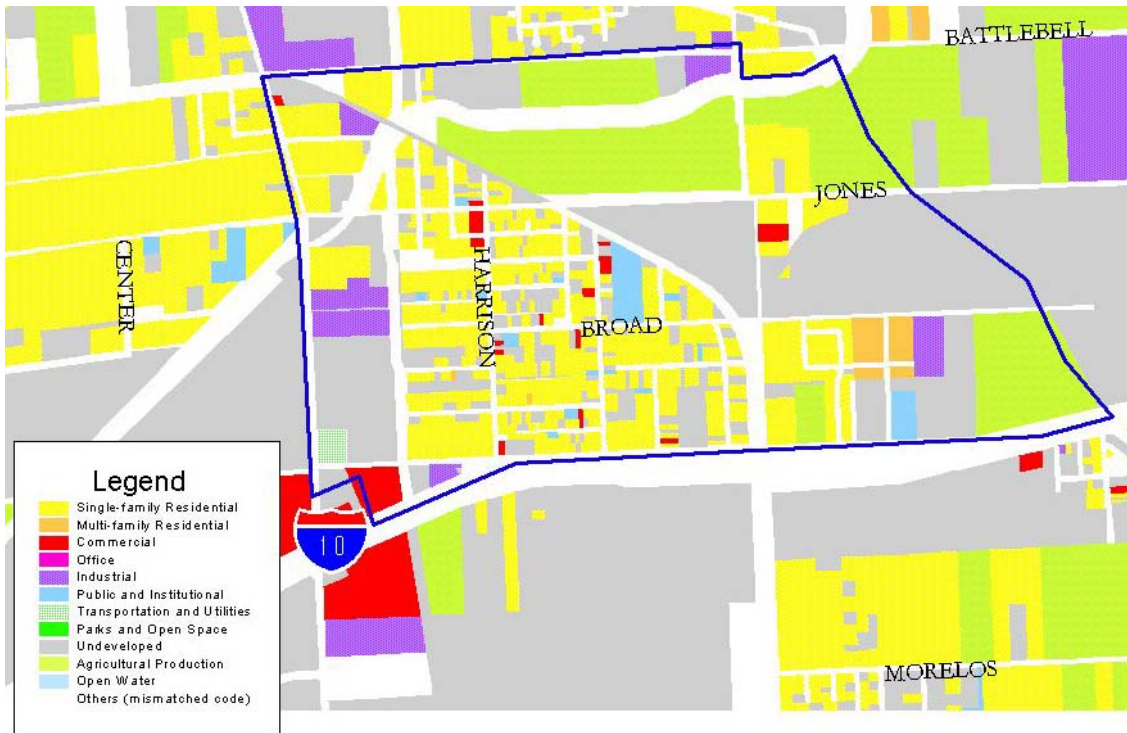
Rehabilitation programs should seek to bring the entire unit up to the standard according to state/local building code and in the absence of these national standards. The program should avoid rehabilitation of property that require work over fifty percent of the value of the home. The McNair community has several property concentrated in the southern and western portions of the area rated as “Poor.”

As in the development of a home repair program, the community should develop or recruit an organization to provide rehabilitation activities to McNair and Linus low- to moderate-income residents (particularly elderly and disabled residents). Harris County has many organizations that provide rehabilitation or can partner with local groups to provide this service. The organization should set eligibility standards for both the property and property owner (i.e. a low-income person) in written policies and procedures. To assist the community in this process, this plan includes a guide on “How To Be Your Own Developer,” in the appendix.

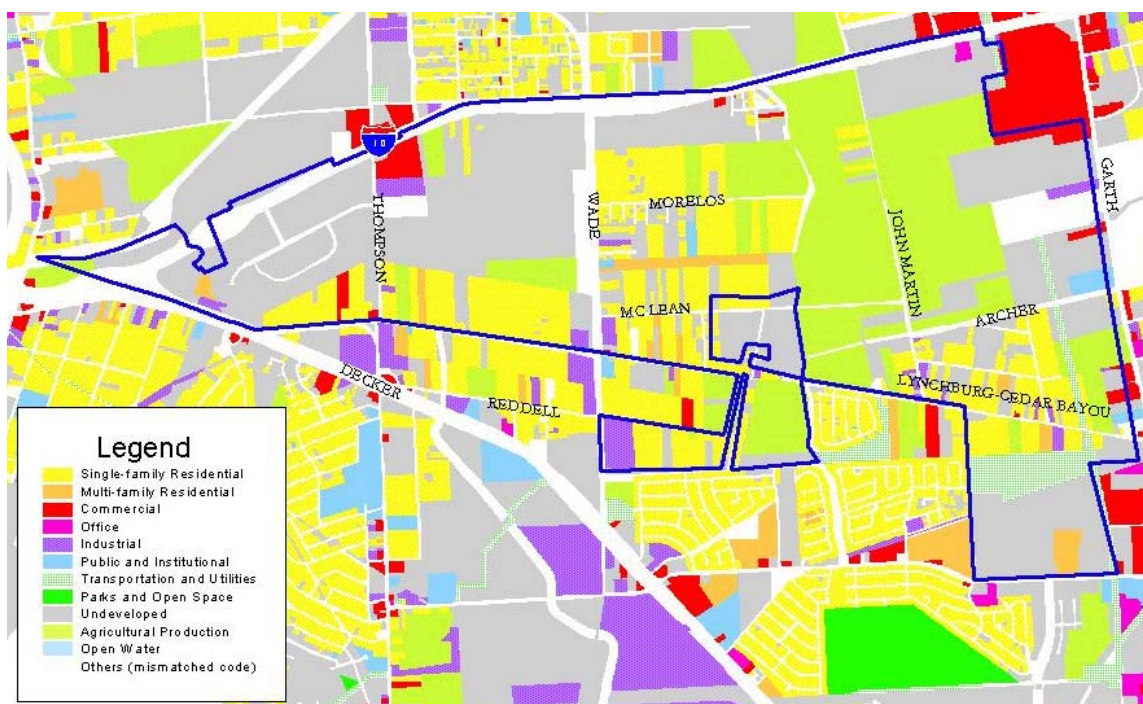
5. **Develop infill housing on vacant properties within McNair/Linus older neighborhoods to provide increased homeownership opportunity.** Infill housing should be consistent with existing neighborhood housing in type and building materials. Within the neighborhood several opportunities for infill exist. In Map 6 McNair Land Use and Map 7 Linus Land Use. The gray polygons represent undeveloped land and green is agricultural

property in the area. The construction of infill housing would offer the best opportunities for residential development within the established neighborhood.

Map 6: McNair Land Use



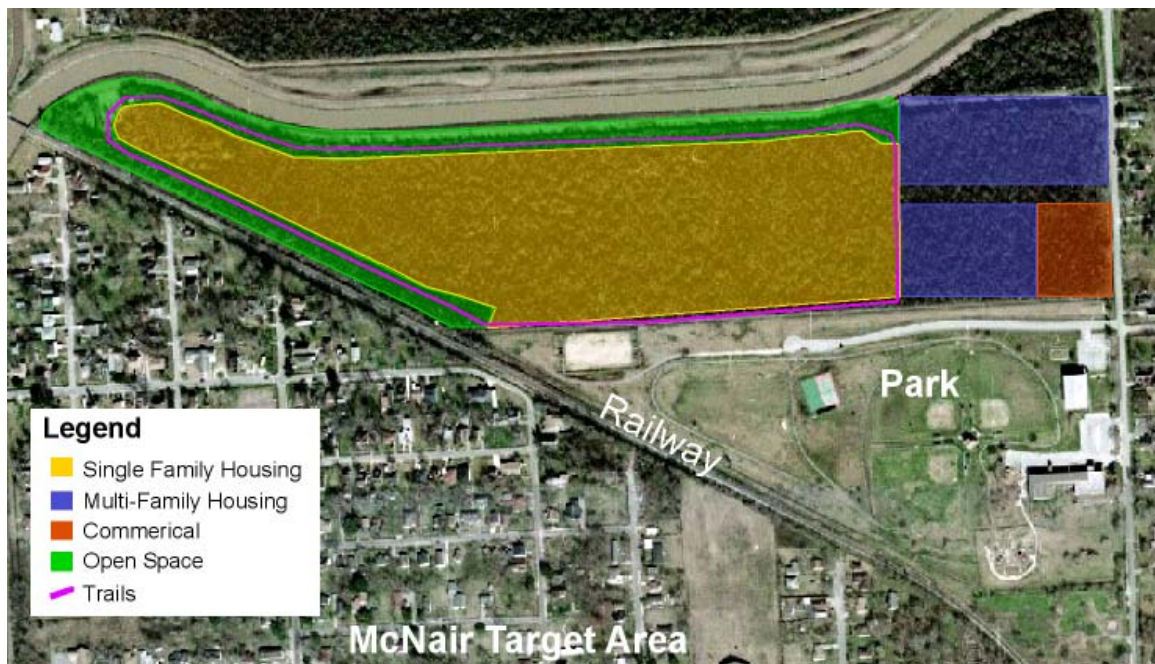
Map 7: Linus Land Use



6. **Creation of new housing units that include a variety of housing types as appropriate to the neighborhood.** McNair/Linus has several large parcels of land that are near existing neighborhoods. These parcels would be used to extend the current neighborhood boundaries and create new single-family and multi-family units. Several tracts of developable land, as seen in Maps 5 and 6, are located along Wade Road and Thompson Road both in McNair and Linus.

Potential sites should be developed that provide complete infrastructure connects and are designed to take full advantage of the local environment. Figure 8: Potential Design for New Development shows a tract of 48 acres in McNair. The drawing mixes several types of land uses: residential, commercial, and green space/park. Note the addition of multi-family units along Wade road. These units could consist of two- and four-plex units that offer a lower density residential environment. Townhouse or patio home construction should also be considered for this location, particularly for a senior population looking for properties that are easier to maintain and maneuver in the living areas. The greenbelt (open space) around the potential site screens the railway and canal way along the western and northern boundary of the property. The addition of a trail that connects to the Edna Mae Washington Park (south of the property) would provide an amenity to the development.

Figure 8: Potential Design for New Development



Development of these open tracts should be done with an eye to maintaining current neighborhood character and ethnicity and the production of superior housing stock. In the past, housing developers have not fully developed their subdivisions with water, sewer, and paved roads, particularly in Linus. These deficiencies have caused conditions that are similar to a colonia in South Texas. "Colonia" is a Spanish term for neighborhood or community. In Texas, colonia refers to a residential area along the Texas-Mexico border that may lack basic water and sewer systems, electricity, paved roads, and safe and sanitary housing.

Infrastructure

Water and Sewage



The Harris County Fresh Water Supply District (HCFWSD) 1-A provides McNair and Linus water and sewage services. The HCFWSD 1-A was created by an Act of the 54th Legislature of the State of Texas, Regular Session, 1995. The Board of Directors of HCFWSD 1-A is comprised of five members, who are residents in the District and are elected by qualified voters in the District. The Directors have decision-making authority, the powers to designate management, the responsibility to significantly influence operations, and primary accountability of fiscal matters. The Directors can also levy taxes and establish rates for water and sewer service.

The District uses both operating funds and capital funds. Capital funds are typically generated through loans and bonds. The Board has the authority to obtain loans and grants in the name of HCFWSD 1-A. The District generates operating revenues through the sale of water and wastewater treatment to the residents. The income derived is based upon an approved Rate Order that sets the rates for water and sewer services as well as some selected activities associated with providing services to customers. The activities and operations of the District are supervised and audited by the Texas Commission on Environmental Quality (TCEQ).

Currently, HCFWSD 1-A is operating under an Agreed Order with TCEQ to resolve deficiencies in its wastewater collection system. The Agreed Order, dated February 19, 1999, details a 15-year obligation of the District to make corrections to its wastewater collection system. The District was in its fourth year under the Agreed Order at the time of this report in 2003.

Rehabilitation of the sanitary sewer is needed to meet the environmental requirements of the order and also to reduce the systems operating costs to the residents. McNair residents pay one of the highest rates for services. The wastewater collection system is old (approximately 50 years old) and has reached or exceeded its useful life. As a result of the system's condition, an unacceptably high volume of storm water inflow and infiltration enters the system and has overtaxed the prior wastewater treatment system. During days of significant rainfall, residents report sewage backing up in houses and open ditches in the neighborhoods.

This rainwater overload has resulted in the water treatment plant to not comply with its discharge permit during periods of rainfall. To quickly address this issue, the District has entered into an agreement with the city of Baytown, Texas to treat the District's wastewater in one of its regional treatment facilities. However, limits were placed on the amount of wastewater HCFWSD 1-A could send to Baytown's treatment facility. Heavy rain events can exceed this limit and wastewater must be diverted to holding tanks. The two water tanks in McNair and Linus have also deteriorated over time. Rehabilitation of these two tanks will be needed in the next five years to extend their life.

These outdated systems not only cause residential plumbing problems, but they have also created health hazards throughout the community. Due to piping difficulties, raw sewage occasionally channels into area ditches.

The District is in severe financial condition and has no immediate financial resources to cover the cost of extensive rehabilitation. Current and future operating budgets must take into account the residents ability to pay. The HCFWSD 1-A has taken significant steps to place its financial condition on stronger footing; however, this will not produce the revenue required to address all the problems in the district.



Roads and Traffic

Major thoroughfare planning is the process used by municipalities and other governmental entities to assure the development of the most efficient and appropriate street system to meet existing and future travel needs. A major thoroughfare system is comprised of existing and planned freeways, major streets, and highways that may or may not need widening or new right-of-way. A thoroughfare plan should also designate collectors and local streets.

McNair and Linus share several of the major roadways of this region. Interstate-10 borders McNair to the south and Linus to the north. Existing major roads in the area are Battlebell, Jones, Wade Thompson, John Martin, and Garth. The Harris County Public Infrastructure Department (PID) has traffic counts for Thompson Road between Decker Road and Interstate-10 in Linus. PID



reported 5,216 vehicles traveling this road in a 24-hour period. During a survey of traffic conditions in McNair and Linus, surveyors noted significantly high traffic traveling at high rates of speed on Thompson. Map 7 shows the high number of traffic accidents and citations for Driving While Intoxicated (DWI) on Thompson Road. Traffic control devices to slow traffic may be needed to increase safety. The addition of a sidewalk along this route is another option to protect pedestrians traveling to and from local stores and other areas.

Legend

- Major Traffic Accident
- Driving While Intoxicated

The intersections along Interstate-10 have seen high numbers of traffic accidents and DWIs in 2002. During this year, Wade Road and John Martin Road were under construction and this may have influenced the traveling conditions in the area. Also these intersections do not have traffic lights to manage traffic flow or enough light to fully illuminate the intersection at night.

Goals and Objectives

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the sanitary sewer system rehabilitation over a 15-year period. The following improvements are as follows:

Year One

- Rehabilitate 8-inch sewer along Wade Road north of Broad Street.
- Replace municipal services
- Connect service to main: includes tee (or saddle) and stack

Year Two

- Replace 10-inch sewer along Wade Road from Manhole 5M to Manhole 370M
- Replace municipal services
- Connect service to main: includes tee (or saddle) and stack

Year Three

- Replace 12-inch sewer along Broad Street from Manhole 10M to Manhole 15M
- Replace municipal services
- Connect service to main: includes tee (or saddle) and stack

Year Four

- Replace municipal service lines in the District except: those that District records show have recently been replaced and those replaced in items 1 and 2 above (includes 20 ft. of 6 inch pipeline and reconnection).

Year Five

- Lift Station at Broad St. and Harrison St.
- Rehabilitate wet well interior
- Install 375 gpm pump to provide firm capacity
- Install control panel and wiring
- Piping modifications
- Install guardrail with reflective tape to protect the station from traffic
- Bypass pumping
- Site Work

Year Six – Thirteen

- Rehabilitate by the CIPP Method approximately 5260 ft. of mainline sewer in the McNair area each year.
- CIPP lining
- Remote cutting to reopen service
- Cost per year
- Rehabilitate by the CIPP Method approximately 4,500 feet of mainline sewer in the Linus area
- Rehabilitate by the CIPP Method approximately 4,500 feet of mainline sewer in the King's Colony area

2. **Provide street and roadside improvements, including signals, curbs and gutters, ditches and streetlights and improve pedestrian traffic systems.** Develop a cost and needs analysis for additional or improvements to streets, ditches, gutters and curbs. Also form a partnership with Reliant Energy to develop a street lighting program for all neighborhoods. Also, identify the boundaries and the number of homes in the neighborhood that need streetlights. Form public/private partnerships for these area

improvements with the Precinct, Flood Control, Texas Department of Transportation, Harris County Engineer's Office and the Health Department. Projects that need immediate attention include:

- Paving of roads in the Linus community, particularly Morelos road.
- Construct a pedestrian crossing over railway linking McNair and park system.



Community Facilities and Public Services

Area Facilities and Services

The McNair and Linus planning area has only one park within its boundaries, the Edna Mae Washington Park. The park is located on Wade Road in McNair and north of Linus. This forty-three-acre park is equipped with barbecue pits, picnic tables, playground equipment, a basketball pavilion, tennis courts, walking/jogging trails, baseball fields, riding arena and other amenities. The most notable feature of the park is the J.D. Walker Community Center. Many recreational, social, and civic activities, such as Little League sports, teen dances, community awareness meetings, and programs for the elderly are held at the community center and park.



Table 8: J.D. Walker Community Center Activities

Activities		
Senior Programs	Receptions	Exercise Classes
Youth Programs	Graduations	Arts and Crafts
Banquets	Community Meetings	Dances
Halloween Haunted House	Rally's	Community Awareness Mtgs.
Juneteenth Celebration	Computer Classes	Civic Activities

The J.D. Walker Community Center is also home to many social service programs as noted in Table 9. The Harris County Department of Education and the Gulf Coast Community Services Department uses the facility as their satellite office to provide social services to the McNair/Linus community. The social services offered to the community include a Head Start program, rental and utility assistance, and food pantry. The Satellite Office is a regional hub offering programs not only to McNair and Linus residents but also the residents of Baytown, Barrett Station, Crosby and Pasadena.

Table 9: Satellite Office Social Service Programs

Name	Programs
Harris County Dept. of Education	J.D. Walker Head Start <input type="checkbox"/> 48 students
Gulf Coast Community Services	<input type="checkbox"/> 1 st Time Homebuyers Program (rental/mortgage assistance) <input type="checkbox"/> GED <input type="checkbox"/> Food Pantry <input type="checkbox"/> Transportation (elderly) <input type="checkbox"/> Back to school program (clothing/school supplies voucher) <input type="checkbox"/> Home Maintenance Program
Harris County Social Services	<input type="checkbox"/> Utility, water, rental and mortgage assistance.

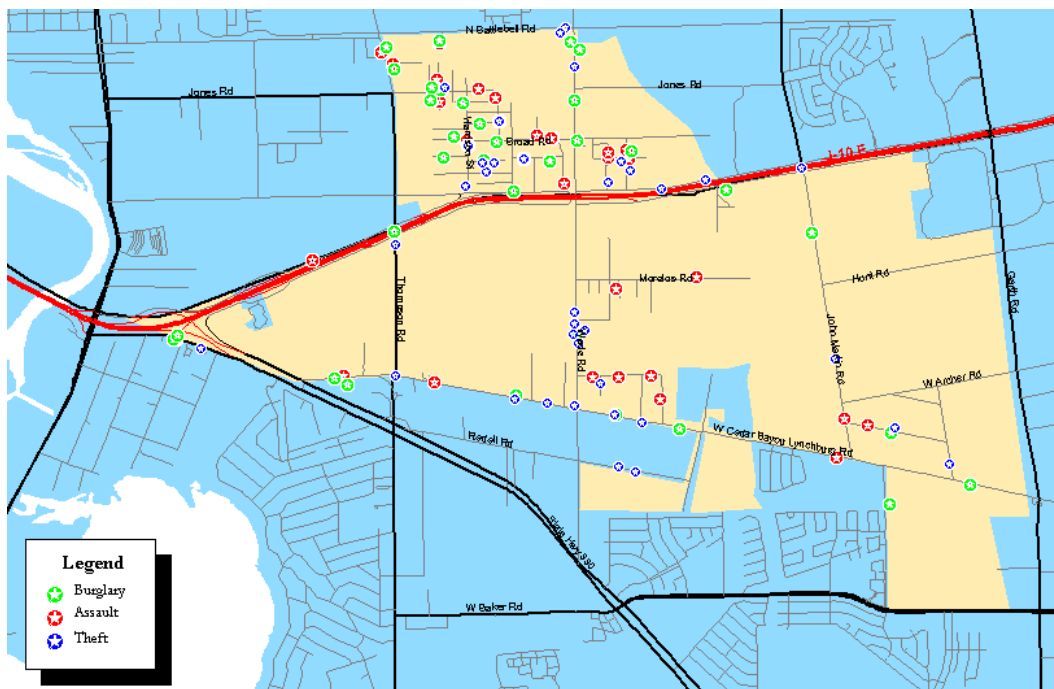
The Stafford Branch Library, a Harris County public library is located at 509 Stratford Street in Highlands approximately 3 miles west of McNair. The 2,700 sq. ft. facility offers services that include pre-school story time, access to 7 computers with internet/MS Office/catalog access, and a TV/VCR. A second public library, the Crosby Branch Library, is located at 135 Hare Road in Crosby approximately 10 miles northwest of the area. This 10,500 sq. ft. facility provides additional and expanded services than the Stafford library. Some of the services include an ESL/Literacy Program, Meeting Rooms, Community Bulletin Board, 23 computers with Internet/MS Office/catalog access, photocopier, projector, and TV/VCR.

Public Safety

Public Safety consists of police, fire protection, and emergency assistance. As an unincorporated area, McNair and Linus does not have a municipal police force. However, Precinct Three Constables Office is assigned to the McNair and Linus community and patrols on a regular basis. The Constables office is located on 701 Baker Rd. located in Baytown approximately 4 miles from the community.

McNair/Linus is struggling with criminal activity relatively comparable to that seen within inner city neighborhoods. However, because it is in an unincorporated area, it is left to combat this menace with limited local law enforcement within the community due to limited resources spread across an area larger than this planning area. According to Map 9, there is a concentration of Burglary, Assault and Theft in the McNair and Linus communities.

Map 9: McNair and Linus Burglary, Assault, Theft

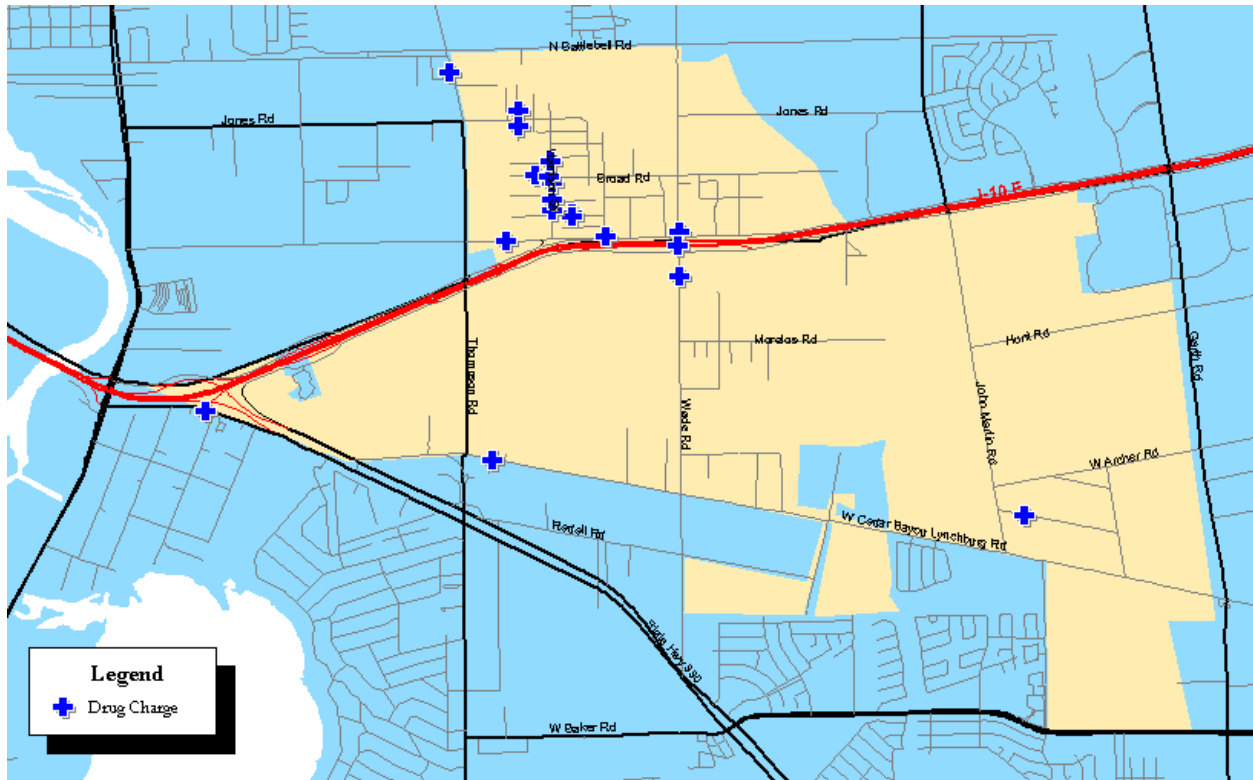


Source: Harris County Sheriff's Department, 2001-2002

In 2000 – 2002, the Harris County Sheriff's Department found a consistent pattern of crime occurring in McNair and Linus neighborhoods. Consistent patterns of burglary and theft were

constant along Harrison Street in McNair and Wade Road in Linus. These areas were the source of well over half of the calls for service in the three most common crimes. In rank order, they are burglary, theft, and assault. Approximately 95 percent of these crimes dealt with either burglary of a residence or a motor vehicle.

Map 10: McNair and Linus Drug Charges



Source: Harris County Sheriff's Department, 2001-2002

According to Map 10, there is also a consistent problem with drug activity especially in the McNair community along Harrison Street and Interstate-10. Linus had fewer calls for drug activity.

To help reduce the incidence of crime in the area, the community should seek a storefront and Weed and Seed program.

The McNair Volunteer Fire Department (VFD) provides fire protection to the community. The station is located at 2610 Waco Street, Baytown and houses three fire trucks, and fifteen volunteer fire personnel to serve the community. The VFD personnel and trucks provide additional water and manpower to the Highlands and Baytown fire services. If needed, additional fire protection in the area is provided by the Highlands Volunteer Fire Department. The Highlands VFD also



provides emergency medical service to the area. The Highlands VFD facility is located at 2301 E. Wallisville Rd, Highlands, just a few miles from the community.

Public Health

Public Health is defined as the overall physical and mental well being of area residents. The delivery of health services is a major problem for many residents in the McNair/Linus community. There are no doctor's offices, dentists, or medical clinics located in the target areas. Residents must travel outside of the community to find trained medical and dental personnel.

Public medical services for McNair/Linus residents are provided at the Baytown Health Center operated by the Harris County Health Department. There are two centers that provide health services to the community. One center is located at 1000 Lee Drive in Baytown about 6 miles from the community and provides medical services primarily to children. The second Baytown Health Center is located at 1602 Garth Rd, Baytown and provides services to primarily adults and the elderly. Medical services offered include: family planning, vision screening, x-rays, laboratory work, pharmacy, and immunizations. The nearest hospitals are also located in Baytown. They are the Gulf Coast Hospital, 2800 Garth Street, and San Jacinto Methodist Hospital, 1101 Decker Drive, both approximately 4 miles from the community.

Goals and Objectives

1. **Reduce gang related activity and crime in the McNair/Linus community.** One option to achieve this goal is to apply for a Weed & Seed Official Recognition site and grant from the Department of Justice. The U.S. Department of Justice's Weed and Seed program was developed to demonstrate an innovative and comprehensive approach to law enforcement and community revitalization, and to prevent and control violent crime, drug abuse, and gang activity in target areas. The program, initiated in 1991, attempts to weed out violent crime, gang activity, and drug use and trafficking in target areas, and then seed the target area by restoring the neighborhood through social and economic revitalization. Weed and Seed has three objectives: (1) develop a comprehensive, multi-agency strategy to control and prevent violent crime, drug trafficking, and drug-related crime in target neighborhoods; (2) coordinate and integrate existing and new initiatives to concentrate resources and maximize their impact on reducing and preventing violent crime, drug trafficking, and gang activity; and (3) mobilize community residents in the target areas to assist law enforcement in identifying and removing violent offenders and drug traffickers from the community and to assist other human service agencies in identifying and responding to service needs of the target area. To achieve these goals, Weed and Seed integrates law enforcement, community policing, prevention, intervention, treatment, and neighborhood restoration efforts. The Weed and Seed program is being implemented in more than 150 communities across the country. The W & S grant provides funds to rebuild communities through a number of programs and activities that can be performed in a community. They include:

- Neighborhood cleanup
- Clean up of a drug house
- Increased safety activities
- Decreased crime through community policing

- After school programs
- Graffiti removal
- Neighborhood beautification
- Leadership development
- Gang prevention programs

To begin a W & S Program, contact the local law enforcement department, download grant guidelines and application from the Department of Justice Website www.ojp.usdoj.gov, and search the internet for W & S programs throughout the city and state for programs and activities that can be implemented in the McNair/Linus community. Harris County has an existing W & S program in the Aldine community.

2. Market neighborhood services, events, and activities through a community newsletter. A community newsletter can provide many benefits to the residents of a community by improving collaborations with residents, businesses, community, police, government agencies, educational institutions, churches and organizations. Some of the advantages of a newsletter include providing visibility to the community, providing information on upcoming events, recognition of residents and activities in the neighborhood, and acknowledging successes and improvements in the community. Many times a local newsletter can reach more residents than having community meetings. To begin planning a local newsletter, several options may be considered. They include:

- a. Create a list of individuals and businesses that may assist with the development of the newsletter, financing and distribution. Organize the list by area (i.e. residents, nonprofits, churches, law enforcement, local bossiness, churches, schools, etc.).
- b. Determine who can assist with the layout, writing, design, production, cost and distribution. Ideas may include contacting your local high school journalism department or club for assistance with the design elements, local businesses for pro bono contributions, or local printing company to donate printing and materials.
- c. Decide on the style of the newsletter, format and how to distribute. Some options to consider may be:
 - number of pages (1 to 5)
 - style and design
 - when distributed (monthly, quarterly, by event or activity)
 - how distributed (website, door to door, mailed, newspaper, radio, local business, school folders, church bulletins, water bill)
 - what to include (activities/events, crime data, important information, job training, etc.)

A neighborhood newsletter can be a powerful tool for keeping a community informed on a daily basis.

3. Increase the number of community police assigned to the neighborhood to reduce crime and have more complete coverage of the neighborhoods. This goal can be achieved through seeking opportunities to bring a Community Operated Police Storefront (COPS) to the community. COPS have been successfully run in communities across the

country. COPS can be guided by policing services that are readily accessible to all residents, and the community as a whole will be encouraged to participate and support the storefront by promoting partnerships with police and crime prevention organizations. Many COPS are setup as a nonprofit volunteer based organizations operated through the guidance of a board of directors consisting of members from law enforcement, Crime Stoppers, residents, local businesses, schools, etc. There are many benefits to having a COPS in a community. Benefits include:

- Establishing a network of community crime prevention programs that are accessible to all residents
- Working together in sharing information, resources and skills to offer more comprehensive services in a more coordinated and cost effective way.
- Providing a link between the public, crime prevention organizations and the police.
- Increasing public awareness of the services and programs available to empower the community to actively participate in crime prevention programs.
- Work together in sharing information, resources and skills to offer more comprehensive services in a more coordinated and cost effective ways.
- Providing a link between the public, crime prevention organizations and the police to create a beneficial working relationship for both groups.

Several communities throughout Harris County (i.e. Aldine, Gulfton) have successful COPS in their community. Some of their successful programs can also be operated in the McNair/Linus community.

- Bicycle Registration Program: Registering of bicycles assists the police in returning lost or stolen bicycles to the rightful owner.
- Neighborhood Watch Program: COPS can assist “Neighborhood Watch” with their programs by offering the use of equipment, volunteers and office supplies.
- Volunteer Security Patrols: Volunteers patrol in a non-aggressive, non-confrontational manner without becoming directly involved in any situation. Provides more visible security presence.
- Seniors Safety Program: Program is targeted directly at helping seniors access information in order to reduce the possibility of being a victim of crime. A series of presentations, workshops and seminars are planned on a variety of issues.
- Victims of Crisis Assistance: Assists victims in a variety of circumstances. Crisis teams are available 24 hours a day to respond in any situation where the police respond and determine that further assistance is needed by the victims.
- Drinking & Driving Awareness Committee: This is the main contact group for all concerns related to Drinking & Driving. They run educational programs and presentations to many educational intuitions, community groups and institutions.

4. **Develop youth programs that keep kids off the streets by expanding educational opportunities.** Organized youth programs have been proven to provide opportunities to keep youth off the streets and out of trouble, provide mentor relationships, and educational opportunities. There are many ways to coordinate your own youth activities, but organizations around the county have been implementing successful programs for years and are willing to bring these programs to your community. Start by contacting your local

YMCA, educational institutions, local business, churches and nonprofits for youth programs that they offer.

A type of youth program that has a history of success are mentoring programs that pair youth with adults. A mentoring program provides one-on-one relationships between adults and youth that continue over time and are focused on the youth's development. When looking for or implementing a mentoring program for youth the following factors make for an effective mentoring relationship:

- personalized attention and care
- access to cultural and vocational resources
- positive and high expectations
- reciprocity and youth participation
- sustained personal commitment from the adult

When establishing effective programs, following these seven guidelines may be helpful: (1) careful program planning; (2) energy and commitment from the program manager; (3) institutionalization and integration of the program; (4) careful selection of mentors and youth; (5) matching adults and youth; (6) clear and specific goals; (7) training and preparation for adults and youth; and (8) ongoing support for mentors.

Another successful organization to contact that has been around for years is Habitat for Humanity, International (www.habitat.org/ccyp/youthfact.html) for local youth programs in the area. The Campus Chapters Program of Habitat for Humanity, Int. (HFHI) enables and encourages students to help eliminate poverty housing in partnership with Habitat affiliates. The first campus chapter was established at Baylor University and has expanded to include nearly 700 colleges, universities and high schools in the U.S. and around the world. Some examples of how youth from schools, churches, and youth serving organizations have been involved in Habitat include:

- Ages 5-7: Make a welcome basket for the homeowner family and sing a song at the dedication.
- Age 7-10: Landscape, learn about the local environment and plan environmentally friendly trees and gardens.
- Ages 10-12: Construct and paint window boxes to be used as housewarming gifts or as fund-raising items.
- Ages 12-14: Paint doors and baseboards off site before they are put into the houses.
- Ages 15-17: Build picnic or lunch tables for the work site.

5. **Develop a multi-purpose facility in the McNair/Linus community that includes exercise rooms, swimming pool and meeting rooms.** This goal may be implemented by expanding the J.D. Walker Community Center and adding a swimming pool. The community center is already a vital link to the neighborhood and is widely



utilized for many activities and events in McNair/Linus. To begin the process, contact Precinct Two with a plan to expand the facility and apply for Community Development Block Grant (CDBG) funds through the Office of Housing and Economic Development, Request for Proposals (RFP) process. Each year, the county is responsible for distributing the county's entitlement funds. Through a competitive RFP process, Harris County awards organizations that serve residents in unincorporated Harris County and its cooperative cities. Eligible program activities include social services, economic development, housing, and neighborhood infrastructure such as park projects, street improvements and water systems.

Every September the department initiates the allocation of funds through its RFP process. A four-phase approach will be utilized to assist organizations that apply and secure funds:

- The initial phase is the Planning Stage. The planning stage includes the development of the annual strategic plan and RFP process. Also, during this time, staff will review the current Consolidated Plan to determine the gaps of community services and the housing needs of homeless persons.
- The second phase is the RFP Issuance and Acceptance process. Activities include the issuance of the RFP; facilitating the Applicants' Conference and Proposal Development workshop; providing limited technical assistance and accepting the applications.
- The third phase is the Evaluation, Project Selection, and Approval process. Assigned staff evaluated the proposals, conduct site visits, and present the findings. Findings are reviewed and based on the project selection criteria, proposed projects are selected. The proposed projects are presented to Commissions Court for approval. All applicants receive notification informing them that they have or have not been conditionally awarded.
- The fourth phase is the development of the contract. This is accomplished by obtaining each selected project's scopes of services, measurable objectives and budget. Activities include: requesting that all conditionally awarded organizations formally accept the conditional award in writing and provide computerized versions of their revised scope of work and budget; if revisions are applicable, completing all conditions for funding, reviewing the submitted information, and developing the information into a contractual agreement. The contracts are presented to Commissions Court for approval.

Local Economy and Education

Local Economy

Economic development is important to the vitality and growth of any community. As mentioned previously, the unemployment rate for McNair is 18.0 percent and Linus 1.89 percent compared to 7.05 percent for Harris County. The U.S. Department of Housing and Urban Development (HUD) and the Harris County Office of Housing & Economic Development recognize the planning area, especially McNair, as a low-to moderate-income community. This designation is based on the household income figures from the 2000 U.S. Census. Low- to moderate-income persons are defined as persons residing in households earning less than 80 percent of the area Median Family Income (MFI). For the purpose of determining the number of low- to moderate-income persons, HUD divides households into five income groups:

- Very Low-Income (0 to 30 percent of the area MFI)
- Low-Income (31 to 50 percent of area MFI)
- Moderate-Income (51 to 80 percent of area MFI)
- Middle-Income (81 to 95 percent of area MFI); and
- All other households (greater than 95 percent of area MFI)

Business Environment

Presently, there are several service-oriented businesses inside the boundaries of the community including detail shops, welding shops, gas stations, salon/barber shops, auto shops, tire shops, and convenience stores to name a few. Neither community has an official central business district or town center. The majority of the businesses are scattered throughout the community, although many of them are located along Harrison Street in McNair. This area may be an ideal location to develop a much-needed central business district. A central business district would give the community a business focus and become a social meeting place for residents.



To aid in the community's businesses, local Chamber of Commerce organizations may be of assistance. A local Chamber of Commerce works to enhance the economic well-being and the quality of life for a community and can also be a good networking tool. There are three Chamber of Commerce organizations in nearby communities, as referred to in Table 11. Currently, McNair and Linus do not have a dedicated Chamber of Commerce.

Table 10: Harris County FY2003 Income Limits

FY2003 Median Family Income*

Very Low-Income (30% MFI)	\$17,900
Low-Income (50% of MFI)	\$29,800
Moderate-Income (80% of MFI)	\$47,700

*Based on a family of four

Source: U.S. Department of Housing & Urban Development

Table 11: Local Chamber of Commerce

Name	Address
Baytown, Texas Chamber of Commerce	4721 Garth Rd., Ste. C, Baytown, TX 77521 281-422-8359
Greater Highlands, TX Chamber of Commerce	127 San Jacinto, Highlands, TX 77562 281-426-7227
Crosby-Huffman Chamber of Commerce	14900 FM 2100, P.O. Box 452, Crosby, TX 77532 281-328-6984

Employment

As a result of the small number of businesses in the area, the majority of residents are forced to look outside of the community for work or remain among the unemployed. According to Table 12, the most common type of employers according to industry of McNair and Linus residents is Manufacturing, Construction, and Health Care and Social Services. Manufacturing represents the fastest growing employment sector of McNair/Linus residents. This may be due to the close proximity of the Houston Ship Channel and large oil refineries in Baytown. The types of manufacturing businesses include producing non-durable goods, crushed concrete, machine fabrication, and printing and publishing. To contrast, comparing the 2000 to the 1990 census data, the Retail Trade industry employed more people than the Manufacturing industry.

Table 12: Largest Employers of McNair/Linus Residents According to Industry

Industry	% Employed Labor Pool
Manufacturing	16.14%
Construction	13.89%
Health Care and Social Asst.	13.24%
Retail Trade	10.33%
Transportation/ Warehousing/Utilities	5.41%
Utilities	4.12%

Source: Bureau of the Census

When broken down by sex, 32.4 percent of the males in McNair/Linus work in Production/Transportation & Material Moving occupations followed by 31.72 percent in Construction/Extraction & Maintenance occupations. As for the females, 30.11 percent work in Sales and Office occupations followed by 28.11 percent in Service occupations.

Table 13: Largest Employers of McNair/Linus Residents According to Occupation

Occupation	% Labor Pool
Male	
Production/Transportation & Material Moving	32.40%
Construction/Extraction & Maintenance	31.72%
Construction Trade Workers	23.62%
Production Occupations	17.62%
Sales and Office Occupations	15.53%
Female	
Sales and Office Occupations	30.11%
Service Occupations	28.11%

Management/Professional, & Related Occupations	25.37%
Office & Administrative Support Occupations	21.56%
Professional & Related Occupations	18.39%

Source: Bureau of the Census

Large, undeveloped parcels of land lie directly adjacent to McNair and Linus creating opportunities for residential, commercial, and industrial growth. Many of these tracts are greater than 10 acres and are not connected to water and sewer services or internal roadways. For these properties to be economically advantageous to develop and for the communities' economies to grow, McNair and Linus must solve their infrastructure issues. Only then can new businesses and homes be developed.

Education

Education concerns of the residents of McNair and Linus are focused on early development and development of skills necessary to get a job. All schools servicing McNair/Linus students are located in the Goose Creek Consolidated Independent School District (CISD). The Goose Creek CISD has been named a Texas Recognized District for the third year in a row, demonstrating the district's commitment to quality education for all students.



Table 14: Goose Creek CISD School Locations

School	Address	City, State, Zip
Goose Creek CISD	1415 Market St.	Baytown, TX 77522
Harlem Elementary	3333 I-10 E	Baytown, TX 77521
Highland Junior High	1212 E. Wallisville Rd.	Highlands, TX 77562
Robert E. Lee High School	1809 Market St.	Baytown, TX 77520
Ross S. Sterling High School	300 W. Baker Rd.	Baytown, TX 77521

The elementary school students attend Harlem Elementary, which is in the heart of the community. Enrollment is 602 students and the school is part of the Drug-Free School Zone. Junior high school students attend Highland Junior High located in Highlands and most senior high school students attend Ross S. Sterling High School or Robert E. Lee High School, both located in Baytown. The nearest college campus is Lee College in Baytown and offers Associate Degrees in Arts, Science, and Applied Science. Lee College also provides a broad based program of extension courses, distance education, adult education, continuing education and community services.

Table 15: Goose Creek CISD Schools and Programs

School	Enrollment	Drop-out	Programs
Harlem Elementary	602	0	Pre-School program for children w/ disabilities, All-day kindergarten, After-School Program (offered by YMCA), Dyslexia Program, Project Read, Behavior Improvement Program
Highland JH	686	0	Gifted & Talented Educ. Program (GATE), Special Educ. Classes for math/language arts, Dyslexia Specialist, Life Skills classes, Duke Talent Search, Community-In-Schools.
Robert E. Lee H.S.	2,146	1.9%	Hearing Impaired Program, Gifted and Talented Program, Computer-Assisted Language Arts/Math, Ninth Grade Success Initiative (PLATO).
Ross S. Sterling H.S.	2,474	1.5%	English as a Second Language Program, National Honor Society, CrimeStoppers, and Computer-Assisted Math.

The schools in the community offer after school programs, accelerated programs, and extended hours for students, as listed in Table 15.

According to the Texas Education Agency (TEA) in 2001, the Goose Creek (CISD) experienced an overall dropout rate of 1.2% compared to the state's average of 1.0%. When analyzed by ethnic group, both Hispanics (11.2%) and Blacks (5.8%) experienced the highest dropout rate. GCCISD reported a total enrollment of 18,274 students during the 2001 – 2002 school year. Ethnic distribution for the district, which extends beyond the target area for this report, is 38.7 percent White, 42.6 percent Hispanic, 17.3 percent African-American, and 1.3 percent other. Those students designated as economically disadvantaged represented 52.2 percent of the school population, and 12.9 percent have limited proficiency in English. In addition, 94.6 percent had a cumulative passing rate on the TAAS test compared to the state's passing rate at 94.4 percent.

Goose Creek CISD officials are concerned about the number of “at risk” high school students (students who drop-out of or fail the system without getting a high school diploma). To address this issue, Goose Creek CISD has partnered with the *Communities-In-Schools Baytown, Inc.*, which is a nonprofit organization formed in 1993. The nonprofit offers school based social services, crisis intervention, Teen Awareness, after school programs, tutoring, youth leadership development, truancy intervention, court programs, parenting classes, summer programs, Drug and Alcohol Awareness and intervention to a number to schools in the district. The ultimate goals of the program are to focus on saving and redirecting kids who are on a school dropout path.

Goals and Objectives

1. **Seek opportunities to bring a local community college to the McNair/Linus community** to offer enrichment courses and educational classes for the community and surrounding area. Lee College has already expressed an interest in locating a Lee College Satellite Center in McNair. The next step would be to identify the types of courses the community would most benefit from. Traditional classes that earn Associate Degree's or training that prepare students for employment would be included. Also, offer non-traditional

courses where the goal may be to offer a comprehensive approach to employment training and job placement for economically disadvantaged students.

Requirements for enrollment may include referrals from The WorkSource and a commitment to complete the class and enter employment. Courses offered may include:

- Introduction to Computers: Basic introduction to computer technology, keyboarding, Microsoft Windows, Installing and maintaining a personal computer.
- Pre-Employment Skills: Microsoft Word, Excel, Access, PowerPoint. Resume/Letter Writing, Interviewing techniques, Mock Interviews, Job Search Techniques, Communication Skills.
- Work Experience Skills: Attendance, Attitude/Behavior, Punctuality, Appearance, Interpersonal Relationships, and Completing Tasks.
- Employment Placement Assistance: On-site interviews with employers
- Supportive Services: Emergency Assistance, Clothing for Interviews.

The college may also offer credit courses leading to certificates and the foundation for associate degrees in:

- Heavy Equipment Operation
- Cosmetology/Barber School
- Air Conditioning/Refrigeration
- Drafting
- Surveying
- Training for Volunteer Fire Fighters
- Broadcasting
- Basic courses in Math, English, Science
- X-ray Technician
- Environmental Occupations

2. **To increase job training and employment opportunities for residents in the McNair/Linus community.** Identify nonprofits, organizations, banks, and educational institutions to partner and bring a Workforce Development Training Center to the community offering services free of charge. The first step would be to determine the location of the training center (i.e. J. D. Walker Community Center, Community College, church, high school, local business, etc.). Also determine the type of services to be provided and the resources needed. It may be helpful to contact the Texas Workforce Commission, The WorkSource or the Houston Area Urban League on methods to setup a training center and the resources needed. The training center could be setup similar to a One-Stop Shop where applicants seeking employment will have access a database of local, state, and national employment opportunities. Employment candidates are also provided with services in career counseling, skill assessment, skill training, resume preparation, job readiness workshops, job referrals and placement assistance. Workforce development services should be aimed at the unemployed and the underemployed and also incorporate job search skills into the training center to increase the job search skills for all who attend. Participants will:

- Improve job interviewing skills
 - Gain job readiness skills to successfully find and maintain employment
 - Improve communication skills
 - Learn new and improved coping skills
 - Learn to motivate self and others
 - Identifying interests and ideal careers
 - Research positions and a companies
 - Write effective resumes
 - Learn what is proper workforce attire
 - Improve interview techniques
3. **Increase awareness and knowledge and provide support for McNair/Linus local business, nonprofit organizations and the community** by developing a McNair/Linus Chamber of Commerce. Many local Chamber of Commerce's are private, nonprofit, membership-driven organizations comprised of local businesses, civic organizations, educational institutions, and residents. The Chamber is involved in bringing new business to the area, helping its members when called upon and making the community a better place to live by enthusiastically supporting community activities and charities. Most Chambers offer a community, its investor members business and civic leadership, government representation, participation opportunities, cost effective business services, and networking activities. One of the focuses of the McNair/Linus Chamber could be to work to generate business opportunities and create an environment for sustained prosperity. The focus could be on retaining and strengthening existing businesses and recruiting new businesses that fit the region and diversifying the economy. Priorities to concentrate on may include:

Economic Development

- Creating new jobs at existing and new businesses
- Recruiting new businesses and industries to the community
- Marketing the qualities of the McNair/Linus community
- Work with local government, developers, contractors and other organizations to build a better business climate

Workforce Development

- Develop specific training and initiatives to address workforce problems
- Expand or offer technology training that provide free, evening classes in computer skills
- Matching high school students with meaningful internships and summer jobs with employers through the High School and Career Fairs
- Develop a Construction type program that trains unemployed and incarcerated youth in construction skills and life skills training program.

Education

- Enhance computer technology and computer literacy in public schools by providing volunteer technical support for public schools

- Increase the college preparedness of high school students by encouraging them to take the more rigorous Recommended High School Curriculum, a college preparatory plan, through the Texas Scholars Program.
- Honor teachers and education partners at a high-profile annual awards program that showcases Teacher of the Year and business collaborations with school campuses and the school district

Housing Initiatives

- Working in affordable housing and the business community about the lack of affordable housing.
- Sponsor a seminar to educate low- to moderate-income homeowners on the importance of having a will as a preventative measures to ensure the preservation of homeownership.
- Develop a committee to identify and free vacant and abandoned lots from cloudy titles and back taxes for purchase and development by community housing nonprofits organizations, etc.

4. **Market economic development opportunities and business development programs to local business owners and those interested in starting a business.** Dreaming of owning and operating a business is the first step in becoming an entrepreneur, maintaining the business is an even bigger step. Programs that focuses on training/development and also networking/mentorship opportunities for both current and future small business owners. Call your local Chamber of Commerce (Baytown Chamber of Commerce), local community college, or the Small Business Administration to determine if this type of training is available or opportunities to bring this type of training to the McNair/Linus business owners. Programs that may be implemented in a Business Development Program may include:

- a. Small Business Owners: Provide a networking experience maybe one day a month by inviting major corporations, city and county government departments and agencies to make presentations on contracting and bidding opportunities within their business. This gives the small business owner the “how to do business” guidance that they need. This event may provide an opportunity to encourage business owners to participate and interact one-on-one with representatives.
- b. Future Entrepreneurs: Provide training workshops and seminars at various intervals throughout the month to prepare individuals for business ownership. The series of workshops will include training in networking; writing business plans; credit preparation; financial forecasting, contract negotiations; bid packaging, and closing the deal.

5. **Create a Central Business District in the McNair/Linus community where businesses are localized in a central area.** As analyzed in the Community Plan, economic development resources are scarce in the McNair/Linus community which may cause residents to shop outside the community. This may result in commercial establishments going out of business or locating to other areas. When economic development resources are insufficient in an area, economically distressed areas suffer substantial and persistent unemployment and underemployment. In an effort to revitalize the McNair/Linus

community, developing a Central Business District may assist the community with improving its business environment.

In the community, numerous commercial establishments are scattered throughout the neighborhoods and mixed with residential and community facilities. This may be negatively affecting the neighborhood integrity, creating nuisances, and environmental impacts. However, taking on an economic development project can be a major task for any community organization and several factors would have to be considered, such as:

- Identify a location for the Central Business District to include vacant parcels of land especially located along a major thoroughfare.
- Meet with owners of parcels with significant development or redevelopment potential.
- Establish design guidelines in order to educate residents, business owners and developers on the guidelines and how they will positively impact the community.
- Analyze the feasibility of a mix of retail, restaurants, office, and entertainment located in the Central Business District.
- Improve community safety and the image of the neighborhoods by enhancing existing resources such as a Police Storefront located in the Central Business District.
- Encourage a variety of establishments and small-scale development.
- Create a brochure and video to market the Central Business District as an excellent place to live, enjoy restaurants and do business.
- Apply for grants to assist the community in technical assistance and planning for future economic development opportunities.

Subsequently, a project of this multitude can be challenging. However, there are organizations that will provide grants to start up a project of this type. The Economic Development Administration (EDA), U.S. Department of Commerce (www.doc.gov/eda/) provides grants for infrastructure development, local capacity building, and business development to help communities alleviate conditions of substantial and persistent unemployment and underemployment in economically distressed areas and regions. EDA direct grants will be awarded for projects that will create and retain private-sector jobs and leverage public and private investment in distressed areas. EDA provides community and regional economic development assistance for the following program activities:

- **Economic Development Technical Assistance (National, University Center and Local Technical Assistance) Grant**

EDA oversees three (National, Local and University Center) technical assistance which to promote economic development and alleviate under-employment and unemployment in distressed areas. The program provides funds to: (1) establish and operate University Centers which enlist the resources of their sponsoring institutions of higher education in promoting economic development; (2) support innovative economic development projects; (3) disseminate information and studies of economic development issues of national significance; and (4) finance feasibility studies and other projects leading to local economic development. Aids the long-range economic development of areas with severe unemployment and low family

income problems; aids in the development of public facilities and private enterprise to help create new, permanent jobs.

- **Research and National Technical Assistance Program Grant**

The grant will assist in the determination of causes of excessive unemployment and underemployment in various areas and regions of the Nation. To assist in the formulation and implementation of national, State, and local programs that will raise income levels and otherwise produce solutions to the problems resulting from the above conditions. To evaluate the effectiveness of approaches and techniques employed to alleviate economic distress. Aids the long range economic development of areas with severe unemployment and low family income problems; aids in the development of public facilities and private enterprise to help create new, permanent jobs.

Urban Design



Urban design is the functional and visual relationship between people and their physical environment, and the ways in which those relationships can be improved. The relationship serves many needs that may be directly involved with housing, transportation, open spaces, institutional services, commerce, and industry. The elements of urban design address major thoroughfares issues, open space and recreational needs, utility planning, and other land use concerns. Consideration of design needs should be based on the boundaries of the community in conjunction with the population, density, and acreage's devoted to various land uses.

The McNair and Linus community met for a urban design charette in October 2002. Local architects, experts, students, planners, and residents came together in a design setting to develop visual and graphic solutions to the issues and concerns identified. During the process, participants considered several urban design factors, they include:

- Urban form
- Points of entrance to the community
- View and movement corridors
- Screening and buffering
- Variation in design
- Architectural structures
- Signs, Lighting, Utilities
- Parks and open spaces, and open space linkage system (i.e. hike and bike trails, greenway/floodplain corridors, etc.)
- Landscape features and planting
- Street furniture
- Historic structures
- Public Art



The results of the charette were incorporated in the appropriate planning sections in the document, such as in housing and economic development. The meeting revealed a desire to create a more consistent and unique community image through gateways and beautification programs and the identification of land parcels for affordable housing development. Beautification days could be combined with large trash dispose, where a sponsoring community group contracts the use of a large dumpster for the removal of residents' heavy trash. The community is encouraged to publicize the service date and create a beautification event atmosphere around the date.

McNair & Linus Community Plan Goals Matrix

The goals for McNair and Linus are divided into goals to be performed by local CDCs, Local Government and Regional Agencies, such as the Fresh Water Supply District. The goals are listed in a recommended order. However, conditions may allow for a goals scheduled at a later date to be performed early.

C = CDC Goals G = Governmental Partnership Goals R = Regional Agency Goals

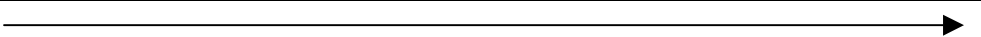
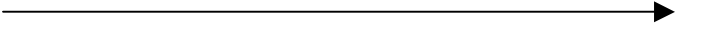
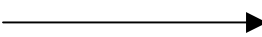
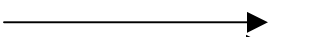
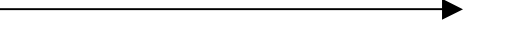
Projects	Priority	Partners
Housing		
Local CDCs should forge new partnerships with private/public housing providers.	1	C
Investigate reinstating lapsed deed restrictions.	2	C
To improve the overall condition of houses rated as “Fair” through a Home Repair program. (A “Fair” dwelling is in structurally sound condition, but has greater than normal deterioration present, due to deferred maintenance, relative to its age.)	3	C
To improve the overall condition of houses rated as “Poor” and “Very Poor” through a home rehabilitation program. A “Poor” dwelling displays signs of structural damage such as a sagging roof, foundation cracks, uneven floors, etc., possibly combined with a significant degree of deferred maintenance. A “Very Poor” dwelling displays a condition that approaches unsoundness and is extremely undesirable and barely useable.	4	C
Develop infill housing on vacant properties within McNair’s older neighborhoods to provide increased homeownership opportunity.	5	C
Creation of new housing units that include a variety of housing types as appropriate to the neighborhood.	6	C
Urban Design		
Development community beautification days where residents and businesses partner to clean the community of debris and blight and to add landscaping to common areas. These days could be bi-yearly events to prepare for major social events of the community, such as fairs.	1	C
Addition of street lighting within the neighborhoods and major roads.	2	C
Development gateways at the entry points of the community to identify the areas as McNair and Linus. Gateways can include signs, landscaping, and other decorative architecture.	3	C
Infrastructure		
Continue to complete projects as per the Agreed Order and HCFWSD 1-A-TCEQ plan for water and sewer rehabilitation.	1	R
Rehabilitation of the two water tanks.	2	R
Extend and pave residential roads in Linus, particularly Morelos and turn over road to Harris County for maintaining.	3	C & G
Construction of sidewalks, particularly along Thompson in McNair and Wade Road in Linus.	4	C & G
Construct a pedestrian crossing over railway linking McNair and park	5	C, G, & R

system.		
Public Services		
Market neighborhood services, events, and activities through a community newsletter.	1	C
Develop youth programs that keep kids off the streets by expanding educational opportunities.	2	C
Reduce gang related activity and crime in the McNair/Linus community.	3	C & G
Increase the number of community police assigned to the neighborhood to reduce crime and have more complete coverage of the neighborhoods.	4	C & G
Public Facilities		
Seek opportunities to bring a local community college to the McNair/Linus community to offer enrichment courses and educational classes for the community and surrounding area.	1	C & G
Develop a multi-purpose facility in the McNair/Linus community that includes exercise rooms, swimming pool and meeting rooms.	2	C & G
Economic Development		
Increase awareness and knowledge and provide support for McNair/Linus local business, nonprofit organizations and the community by developing a McNair/Linus Chamber of Commerce. Many local Chamber of Commerce's are private, nonprofit, membership-driven organizations comprised of local businesses, civic organizations, educational institutions, and residents.	1	C
To increase job training and employment opportunities for residents in the McNair/Linus community.	2	C
Market economic development opportunities and business development programs to local business owners and those interested in starting a business.	3	C

C = CDC Goals G = Governmental Partnership Goals R = Regional Agency Goals

Five-Year Timeline

The following table provides a five-year timeline of project categories and the year in which they are suggested to begin and/or continue.

Year	1	2	3	4	5
Infrastructure					
Housing					
Public Services					
Public Facilities					
Local Economy					

How To Fund Your Project

Beginning Your Research

Nonprofit Grant seekers

You may want to compile a list of funders that will most likely to support your organization or your project. Choose prospective funders by examining their descriptive profiles and recent giving histories. Funders that have already supported projects similar to yours, those that award the type of support you seek, and/or those in your geographic area and of course those with which someone on your board has an affiliation should be considered for your prospect list.

The next step is to research carefully and exhaustively the funders you've identified. To research foundation giving patterns and trends, some of the best sources are: grantmaker Web sites, annual reports, IRS returns (IRS Form 990-PF), and printed guidelines. Remember, funding research is hard work; it takes time, but it always pays off.

Basic Funding Research Strategies

Like the individuals or companies who established them, foundations differ dramatically from each other in their giving interests. Your organization has a much better chance of securing funding if you do careful research. The most effective results come from using the following three approaches to funding research:

The Subject Approach identifies funders that have expressed an interest in funding programs in a specific subject field.

The Geographic Approach identifies foundations that fund programs in a particular city, state, or region. Although some give nationally and even internationally, most funders limit their giving to specific geographic areas.

The Types of Support Approach should be used in conjunction with the two approaches described above. Using a type of support qualifier can help you focus on foundations that provide specific types of support such as building funds, seed money, operating support, or endowment funds.

Information Available from Grantmakers Themselves

Information directly from the source is much appreciated by grantseekers. And this type of information tends to be more up to date than what you find in directories or databases. By studying information from the funder, you can pick up subtle clues as to what motivates the funder along with specific hints as to preferred styles of approach and actual restrictions and limitations.

Web Sites

A comparatively small but growing number of grantmakers have established sites on the World Wide Web. Some foundations, like the Verizon Foundation, encourage grantseekers to apply online. The type of information found at these Web sites varies and may include annual reports,

background information on the grantmaker, application guidelines, and information on the grantmaker's print publications.

Annual Reports

Approximately 1,100 foundations publish annual reports. These reports generally contain messages from the president, financial information, program descriptions and grants awarded during the prior year, application guidelines, lists of trustees and executive and program staff. You should always refer to Center directories to see whether there is an annual report available when you begin your research on a particular funder.

Guidelines

Some funders distribute sheets or pamphlets containing proposal guidelines, geographic or other limitations, and application procedures and deadlines. Printed guidelines quickly give you a sense of whether or not you might qualify for funding. Always be sure to review the most current guidelines.

Request For Proposals RFPs

When a foundation or the government issues a new contract or grant program, they send out a Request For Proposals (RFPs) to agencies that might be qualified to participate. The RFP lists project specifications and application procedures. While a few foundations occasionally use RFPs in specific fields, most prefer to consider proposals that are initiated by applicants.

Newsletters

A small number of funders regularly issue newsletters that provide notice of new program directions, announcements of recent grants awarded, changes in board or staff, and updates on grantmaker activities.

Press Releases

Similarly, some foundations distribute press releases when newsworthy events occur.

Grants Lists

Some foundations publish grants lists or report their recent grants directly to the Foundation Center in the form of separate lists.

The Proposal Process

Proposal writing is just one step in the grantseeking process, and it is not the most important step. Far more time should be spent developing the program or project and researching and cultivating donors than on the actual preparation of a proposal. The proposal writing must be part of a process of planning and of research on, outreach to, and cultivation of potential foundation and corporate donors.

How to start:

- Commit your ideas to paper.
- Thoroughly describe your program.
- Create a concept paper.
- State the goals and objectives of your program.
- Construct a timeline.
- Estimate costs for staff, materials, and equipment.
- Plan for an evaluation of your program.
- Write job descriptions for program staff.
- Executive Summary
- Statement of Need
- Project Description
- Budget
- Organizational Information
- Conclusion

Initial Approach

An increasing number of funders prefer brief letters of inquiry concerning the suitability of a match between your proposal and their interests before you submit a full proposal, or even instead of one. A letter of inquiry should touch on all the elements that would eventually be part of a proposal; it should be no more than two pages long and should indicate what the next step will be (for example, that you will follow up with a phone call within two weeks). The objective of a letter of inquiry is to get the funder to invite you to submit a proposal.

A limited number of foundations and corporations supply detailed instructions on what a proposal to them should include. If they do provide guidelines, they expect them to be followed. Some groups of funders such as regional associations of grantmakers and the National Network of Grantmakers are now creating and adopting common grant application forms that grantseekers may use when submitting proposals to them. While it is unlikely that you will send the same exact proposal to every foundation on your list, you will need to create a "master proposal" for your project or organization that can be customized for each prospective funder.

Ground Rules for Preparing a Master Proposal

- Keep it readable and concise. Use large, easy-to-read, dark type. Don't use fancy bindings; use paper clips and staples instead.
- Number the pages. If the proposal is longer than ten pages (most should not be), provide a table of contents.
- Use charts and statistics only where appropriate, since they tend to disrupt the flow of the narrative. Put footnotes on the same page, not at the end of the document.
- Add a limited number of attachments, press releases, news clippings, resumes, etc. Keep appendices to a minimum.

Writing Style

- Use the active rather than the passive voice.
- Do not use jargon or acronyms unless absolutely necessary, and then provide explanations.
- Use simple sentences; keep paragraphs short; employ headings and subheadings.
- Write your proposal from the point of view of those who will benefit from it. Talk about their needs and how your program will help.

Application Procedures

Each funder establishes its own application deadlines. Deadlines are serious and should be respected; otherwise you might lose out on that basis alone. Most large funders have boards that meet quarterly. Some staffed foundations may have monthly deadlines. Many small or family foundations have boards that meet only once or twice a year. Some have no deadlines at all. Keep in mind that after a proposal is submitted there is often at least a period of several months before a decision is made on it. In that interim period, foundation personnel are reading and evaluating all proposals received for that funding cycle. Also be aware that, once you are notified that you have been awarded a grant, there is usually a delay of several weeks before a check will be issued to your organization. Consider submitting your proposal six to nine months before your program is to be implemented. This allows time to apply elsewhere if funding is not granted.

The same proposal should not be submitted to all funders, as many have different interests, priorities, and guidelines. Your proposal must show how your project fits a funder's pattern of giving. In certain circumstances, you may be sending the same proposal to several funders but with different cover letters. In those cases, let the funders know who else is considering your proposal.

A few funders accept proposals via fax or the Internet, but these are the exceptions. Do not fax or e-mail your proposal without first ascertaining from the funder that this is acceptable. Be sure to include all attachments requested by the funder. The most commonly requested attachments are:

- a copy of your organization's 501(c)(3) determination letter from the IRS;
- a copy of your organization's "not a private foundation" letter from the IRS;
- a list of your organization's trustees and their professional affiliations;
- a copy of your organization's budget and most recent audit;
- a brochure describing your agency.

Useful Electronic and Print Resources on Proposal Writing

Grantproposal.com (<http://www.grantproposal.com>) is devoted to providing free resources for both advanced grant writing consultants and inexperienced nonprofit staff.

The University of Massachusetts Proposal Writing & Research Development Links (<http://www.umass.edu/research/ora/dev.html>)

"Where Can I Find Examples of Grant Proposals?" (<http://www.fdncenter.org/learn/faqs/propsample.html>)

Geever, Jane C. *The Foundation Center's Guide to Proposal Writing*, 3rd ed. New York: The Foundation Center, 2001.

Barbato, Joseph and Danielle S. *Writing For A Good Cause: The Complete Guide to Crafting Proposals and Other Persuasive Pieces for Nonprofits*. New York, NY: Simon and Schuster, 2000.

Carlson, Mim. *Winning Grants Step by Step: Support Centers of America's Complete Workbook for Planning, Developing, and Writing Successful Proposals*. San Francisco: Jossey-Bass Publishers, 1995.

Clarke, Cheryl A. *Storytelling For Grantseekers: The Guide to Creative Nonprofit Fundraising*. San Francisco, CA: Jossey-Bass Publishers. 2001.

Golden, Susan L. *Secrets of Successful Grantsmanship: A Guerilla Guide to Raising Money*. San Francisco, CA: Jossey-Bass Publishers, 1997.

Miner, Lynn E., Jerry Griffith and Jeremy T. Miner. *Proposal Planning and Writing (2nd ed)*. Phoenix, AZ: Oryx Press, 1998.

Zimmerman, Lehman & Associates. *Grantseeking: A Basic Step-by-Step Approach*. San Francisco, CA: Zimmerman, Lehman & Associates, 1998.

For other print and electronic proposal writing resources, see our User Aid for Proposal Writers.

Sources of Information on Corporate Giving

Corporate Grantmakers on the Internet. This section of our Web site has dozens of links to company-sponsored foundation Web sites and information on corporate giving programs.

The Foundation Center's Sector Search. Sector Search can perform keyword searches of the Web sites of more than 2,000 U.S. grantmakers by type (corporate, private, community, or grantmaking public charity), while excluding nearly all extraneous Web content.

Hoover's Online. A user-friendly tool for finding basic company information and news.

David Lamb's Prospect Research Page. Includes a section for Company/Executive Info providing another collection of links that may prove useful in pinpointing information on a specific corporation's charitable giving interests.

Corporate Foundation Profiles. 12th ed. New York, NY: The Foundation Center, 2002.

Fundukian, Laurie J. (ed.) *Corporate Giving Directory*. 24th ed. Farmington Hill, MI: The Taft Group, 2002.

Hubbard, Monica M. (ed.) *Directory of International Corporate Giving in America and Abroad*. Farmington Hill, MI: The Taft Group, 1999.

Clark, David (ed.) *National Directory of Corporate Giving*. 8th ed. New York, NY: The Foundation Center, 2002.

Sheridan, Valerie S. (ed.) *National Directory of Corporate Public Affairs*. 20th ed. Washington, D.C.: Columbia Books, Inc., 2002.

Scott, Sheldon K. *Successful Corporate Fund Raising: Effective Strategies for Today's Nonprofits*. New York, NY: John Wiley & Sons, 2000.

For additional resources on corporate giving, see our FAQ "Where can I find information on corporate giving?"

Keep in mind. Corporations may give by means of a company-sponsored foundation (in which case they file Form 990-PF, as other private foundations do) or by means of a separate corporate giving program (in which case it may be more difficult to get information), or both. See our FAQ "What is the difference between a company-sponsored foundation and a corporate direct giving program?" for more information on the differences between the two types of giving. Corporate giving is almost always limited to programs of benefit to employees, their families, or residents of specific locations where the company conducts business. Geography plays a significant role in corporate grantmaking. Employee matching gift programs are increasingly common vehicles for giving.

Cash donations are not the only type of corporate support. Ask yourself: Can the project be handled as a business expense rather than a grant? Would in-kind support such as the donation of equipment, use of corporate facilities, printing, design services, or access to executive expertise be helpful to my nonprofit organization?

When approaching corporate grantmakers, always consider the self-interest of the funder. A proposal to a corporation should emphasize how its support of your project will help it achieve its goals.

Corporate Philanthropy Report is a useful periodical for keeping up to date on corporate giving.

Sources of Information on Government Funding

FirstGov is a Web site that provides the public with easy, one-stop access to all online U.S. Federal Government resources, including government grants information.

The Catalog of Federal Domestic Assistance is a comprehensive searchable database of information about Federal assistance programs.

Notices of Funding Availability appear in the *Federal Register*, printed each business day by the United States government, and are available for online searching here. You can search by broad subject categories or by agency.

Dumouchel, J. Robert. *Government Assistance Almanac*. Detroit: Omnigraphics, Inc., annual.

For additional resources on government funding, see our FAQ "Where can I find information about government grants?"

Keep in mind. Lack of good information is one obstacle to finding the right government-funding agency. There may be a great deal of information on federal funding programs, but much of it is confusing and contradictory. Call the agency in question before applying for government funding in order to obtain the most up-to-date information on the program.

Information about state and municipal grants is often difficult to track down. Check with local government officials and congressional offices to see what information they have.

Federal funders generally prefer projects that serve as prototypes or models for others to replicate; local government funders almost always require strong evidence of community support for your project. Government grants generally have stiff reporting requirements. Careful record keeping is a must, as an audit is always a possibility. Numerous local, state, and federal government agencies have established World Wide Web sites — a helpful source of information to the grantseeker. For more details and advice on using the Web to research corporate, government, and individual donors, refer to *The Foundation Center's Guide to Grantseeking on the Web*, 3rd ed.

Periodicals of Interest to Grantseekers

Periodicals are an excellent resource for those seeking to raise funds, but are often overlooked by grantseekers. Foundation Center libraries subscribe to those listed below and many more. Specific articles of interest may be accessed via the Web. Refer to the Literature of the Nonprofit Sector to search for these.

The Chronicle of Philanthropy. 1255 Twenty-third Street, NW, Washington, D.C. 20037. Biweekly. Covers the nonprofit sector. Focus on legislation; recent grantmaking activity; national calendar of events; job announcements.

Corporate Philanthropy Report. Aspen Publishers, Inc., 200 Orchard Ridge Dr., Gaithersburg, MD 20878. Monthly except for September and January. Substantive news articles on domestic and international corporate philanthropy; profiles of individual grantmakers.

Foundation News and Commentary. Council on Foundations, Inc., 1828 L Street, NW, Washington, D.C. 20036. Bimonthly. Emphasis on philanthropy at the national level as well as the concerns of grantmakers and fundraising organizations; articles on grantmaking activities; book reviews; people in the news.

Fund Raising Management. Hoke Communications, Inc. 224 Seventh Street, Garden City, NY 11530. Monthly. Focus on high-profile, professional fundraising operations. How-to articles; reports on successful campaigns. A classified section and events calendar is included.

Grassroots Fundraising Journal. Chardon Press, 3781 Broadway, Oakland, CA 94611. Bimonthly. Articles on alternative sources of funding, book reviews, and bibliographies. Especially targeted to smaller nonprofits.

New Directions for Philanthropic Fundraising. Jossey-Bass / John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158. Quarterly. Each issue devoted to one subject of interest to fundraisers. Covers donor trends and fundraising matters.

Nonprofit Management and Leadership. Jossey-Bass / John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158. Quarterly. Reports on issues in nonprofit administration, fundraising trends, and board members.

Nonprofit Quarterly. Third Sector New England, 18 Tremont Street, #700, Boston, MA 02108. Quarterly. Each issue focuses on a theme of critical importance and provides useful information for organizations to manage more effectively and advance their mission.

NonProfit Times. 120 Littleton Rd., Suite 120, Parsippany, NY 07054-1803. Monthly. Focus on nonprofit organization fundraising and administration. Regular columns highlight new legislation, court cases and news briefs of interest to nonprofits, and new publications. A calendar of events and job openings are included.

Nonprofit World. The Society for Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, WI 53719. Bimonthly. Focus on nonprofit administration; ask the experts; resources section. These periodicals are available at all Foundation Center libraries. For a list of other periodicals that may be at one or more of the Foundation Center's libraries, see our Periodical List.

Appendices

Results of Community Meetings

The vision for the community embraces its diversity and promotes each of its principal components: residential neighborhoods, economic development, infrastructure and community services. During the planning process, to achieve the community's vision, these principal components must be integrated for mutual support. They are fundamental to the directives outlined below and are reflective in the partnerships and service provision aspects of the implementation strategy.



This section lists the goals of the community plan. Goals are broadly stated outcomes that the community wishes to achieve. Strategies are statements of intent to guide decisions and set priorities. The plan also lists specific activities designed to implement the goals of the plan. These activities are actions to be taken by regulations, capital improvements or public programs.

Housing

- Goal:** Local CDC's should forge new partnerships with private/public housing providers.
- Goal:** To improve the overall condition of houses rated as "Fair, Poor and Very Poor" through a Home Repair program.
- Goal:** Investigate reinstating lapsed deed restrictions.
- Goal:** Develop infill housing on vacant properties within McNair's older neighborhoods to provide increased homeownership opportunity.
- Goal:** Creation of new housing units that include a variety of housing types as appropriate to the neighborhood.
- Goal:** Rehabilitate the existing housing stock in the neighborhood and to encourage property maintenance and reinvestment in the neighborhood.

Infrastructure

- Goal:** Improve and expand the capacity of sewer, water and drainage system for residential and commercial uses.

Goal: Provide street and roadside improvements, including signals, curbs and gutters, ditches and streetlights.

Goal: Create or improve pedestrian traffic systems for schools (i.e. sidewalks, bike lanes, pathways).

Goal: Improve sanitary sewer system, and repair or replace the existing storm drainage system.

Goal: Improve the pedestrian and bicycle connections from neighborhoods to parks and recreational resources.



Community Facilities and Public Services

Goal: Reduce gang related activity and crime in the McNair/Linus community.

Goal: Market neighborhood services, events, and activities through a community newsletter.

Goal: Increase the number of community police assigned to the neighborhood to reduce crime and have more complete coverage of the neighborhoods.

Goal: Develop youth programs that keep kids off the streets by expanding educational opportunities.

Goal: Develop a multi-purpose facility in the McNair/Linus community that includes exercise rooms, swimming pool and meeting rooms.

Goal: Increase open space to serve existing and projected needs.

Goal: Provide pocket parks in newer and existing neighborhoods.

Local Economy and Education

Goal: Increase awareness and knowledge and provide support for McNair/Linus local business, nonprofit organizations and the community.

Goal: Encourage and attract new business and industries for the creation for employment opportunities.

Goal: Market economic development opportunities and business development programs to local business owners and those interested in starting a business.

Goal: Create a Central Business District in the McNair/Linus community where businesses are localized in a central area.

Goal: To increase job training and employment opportunities for residents in the McNair/Linus community.

Goal: Support long-term commercial redevelopment to promote the community's economic base.

Goal: Support home-based business and identify constraints and difficulties in maintaining.

Overall Urban Design

Goal: Provide clean-up and beautification programs for the community.

Goal: Provide landscaping and neighborhood beautification activities and projects.

Goal: Revise and reinstate deed restrictions to meet certain design elements.

Goal: Provide fixed entrances (gateways) into neighborhoods and subdivision markers.



Projects Completed or in Progress

The Office of Housing and Economic Development has long been an active partner in improving the quality of life for McNair and Linus residents. In addition to the development of the Community Plan, OHED has provided more than \$6 million toward the following projects in the community.

Use of Federal Funds in McNair/Linus 1975 - 2002		
Program	Type	Amount Funded
McNair 1975 - 2002		
Community Center	Public Facilities	\$392,288
E.M. Washington Park Rec. Ctr.	Public Facilities	\$317,597
Park Development	Capital Improvements Projects	\$207,320
Street and Drainage	Capital Improvements Projects	\$298,006
Fire Equipment	Capital Improvements Projects	\$74,758
Water and Sewer	Capital Improvements Projects	\$1,024,796
Plato Computer Training (Jobs Bill)	Public Services	\$187,965
Community Center Improvements	Capital Improvements Projects	\$423,368
Neighborhood Clean-up	Public Services	\$19,895
Water System Study	Planning	\$24,677
Head Start Facility Development	Public Facilities	\$1,386,800
Edna Mae Washington Park	Public Facilities	\$75,000
HCFC	Capital Improvements Projects	\$300,000
Road Maintenance Project	Capital Improvements Projects	\$200,000
Water and Sewer	Capital Improvements Projects	\$411,317
Water and Sewer	Capital Improvements Projects	\$469,415
Edna Mae Washington Park	Public Facilities	\$61,000
McNair & Linus 1975 - 2002		
FWSD #1-A Sewer System Rehab.	Capital Improvements Projects	\$1,601,060
Total Projects		\$7,475,262

Charette Rendering

In October 2003, the McNair and Linus communities held a design charette. The follow rendering represents the improvement of residential streets and housing stock, the beautification of open spaces, and the addition of amenities such as curb and gutters, streetlights, gateways, and sidewalks.



Glossary of Terms

Annual report: A voluntary report issued by a foundation or corporation that provides financial data and descriptions of its grantmaking activities. Annual reports vary in format from simple typewritten documents listing the year's grants to detailed publications that provide substantial information about the grantmaker's grantmaking programs. Approximately 1,100 foundations issue them.

Assets: The amount of capital or principal — money, stocks, bonds, real estate, or other resources — controlled by a foundation or corporate giving program. Generally, assets are invested and the resulting income is used to make grants.

Capital support: Funds provided for endowment purposes, buildings, construction, or equipment.

Challenge grant: A grant that is paid only if the recipient organization is able to raise additional funds from other sources. Challenge grants are often used to stimulate giving from other donors. *See also matching grant.*

Community foundation: A 501(c)(3) organization that makes grants for charitable purposes in a specific community or region. The funds available to a community foundation are usually derived from many donors and held in an endowment that is independently administered; income earned by the endowment is then used to make grants. Although a community foundation may be classified by the IRS as a private foundation, most are public charities and are thus eligible for maximum tax-deductible contributions from the general public. *See also 501(c)(3); public charity.*

Community fund: An organized community program, which makes annual appeals to the general public for funds that are usually not retained in an endowment but are instead used for the ongoing operational support of local agencies. *See also federated giving program.*

Company-sponsored foundation (also referred to as a corporate foundation): A private foundation whose assets are derived primarily from the contributions of a for-profit business. While a company-sponsored foundation may maintain close ties with its parent company, it is an independent organization with its own endowment and as such is subject to the same rules and regulations as other private foundations. *See also private foundation.*

Corporate giving program: A grantmaking program established and administered within a for-profit corporation. Because corporate giving programs do not have separate endowments, their annual grant totals generally are directly related to company profits. Corporate giving programs are not subject to the same reporting requirements as corporate foundations.

Donor: An individual or organization that makes a grant or contribution to a recipient. (Also known as the grantor.)

Endowment: Funds intended to be invested in perpetuity to provide income for continued support of a not-for-profit organization.

Expenditure responsibility: In general, when a private foundation makes a grant to an organization that is not classified by the IRS as a "public charity," the foundation is required by law

to provide some assurance that the funds will be used for the intended charitable purposes. Special reports on such grants must be filed with the IRS. Most grantee organizations are public charities and many foundations do not make "expenditure responsibility" grants.

Family foundation: An independent private foundation whose funds are derived from members of a single family. Family members often serve as officers or board members of family foundations and have a significant role in their grantmaking decisions.

Federated giving program: A joint fundraising effort usually administered by a nonprofit "umbrella" organization that in turn distributes the contributed funds to several nonprofit agencies. United Way and community chests or funds, the United Jewish Appeal and other religious appeals, the United Negro College Fund, and joint arts councils are examples of federated giving programs. *See also* **community fund**.

501(c)(3): The section of the tax code that defines nonprofit, charitable, tax-exempt organizations; 501(c)(3) organizations are further defined as public charities, private operating foundations, and private non-operating foundations. *See also* **operating foundation; private foundation; public charity**.

Form 990-PF: The public record information returns that all private foundations are required by law to submit annually to the Internal Revenue Service (IRS).

Form 990: The information return that public charities file with the Internal Revenue Service (IRS).

General purpose foundation: An independent private foundation that awards grants in many different fields of interest. *See also* **special purpose foundation**.

Grassroots fundraising: Efforts to raise money from individuals or groups from the local community on a broad basis. Usually an organization's own constituents — people who live in the neighborhood served or clients of the agency's services — are the sources of these funds. Grassroots fundraising activities include membership drives, raffles, auctions, benefits, and a range of other activities.

Guidelines: Procedures set forth by a funder that grantseekers should follow when approaching a grantmaker.

Independent foundation: A grantmaking organization usually classified by the IRS as a private foundation. Independent foundations may also be known as family foundations, general purpose foundations, special purpose foundations, or private non-operating foundations. *See also* **private foundation**.

In-kind contribution: A contribution of equipment, supplies, or other tangible resource, as distinguished from a monetary grant. Some corporate contributors may also donate the use of space or staff time as an in-kind contribution.

Letter of inquiry / Letter of intent: A brief letter outlining an organization's activities and its request for funding that is sent to a prospective donor in order to determine whether it would be

appropriate to submit a full grant proposal. Many grantmakers prefer to be contacted in this way before receiving a full proposal.

Matching grant: A grant that is made to match funds provided by another donor. *See also challenge grant; employee matching gift.*

Operating foundation: A 501(c)(3) organization classified by the IRS as a private foundation whose primary purpose is to conduct research, social welfare, or other programs determined by its governing body or establishment charter. An operating foundation may make grants, but the amount of grants awarded generally is small relative to the funds used for the foundation's own programs. *See also 501(c)(3).*

Private foundation: A nongovernmental, nonprofit organization with funds (usually from a single source, such as an individual, family, or corporation) and program managed by its own trustees or directors. Private foundations are established to maintain or aid social, educational, religious, or other charitable activities serving the common welfare, primarily through the making of grants. *See also 501(c)(3); public charity.*

Proposal: A written application, often accompanied by supporting documents, submitted to a foundation or corporate giving program in requesting a grant. Most foundations and corporations do not use printed application forms but instead require written proposals; others prefer preliminary letters of inquiry prior to a formal proposal. Consult published guidelines.

Public charity: A nonprofit organization that qualifies for tax-exempt status under section 501(c)(3) of the IRS code. Public charities are the recipients of most foundation and corporate grants. Some public charities also make grants. *See also 501(c)(3); private foundation.*

RFP: An acronym for Request for Proposal. When the government issues a new contract or grant program, it sends out RFPs to agencies that might be qualified to participate. The RFP lists project specifications and application procedures. While an increasing number of foundations use RFPs in specific fields, most still prefer to consider proposals that are initiated by applicants. For a current listing of selected RFPs, see our RFP Bulletin.

Seed money: A grant or contribution used to start a new project or organization. Seed grants may cover salaries and other operating expenses of a new project.

Set-asides: Funds set aside by a foundation for a specific purpose or project that are counted as qualifying distributions toward the foundation's annual payout requirement. Amounts for the project must be paid within five years of the first set-aside.

Special purpose foundation: A private foundation that focuses its grantmaking activities in one or a few areas of interest. *See also general purpose foundation.*

Tax-exempt: Refers to organizations that do not have to pay taxes such as federal or state corporate tax or state sales tax. Individuals who make donations to such organizations may be able to deduct these contributions from their income tax.

Technical assistance: Operational or management assistance given to nonprofit organizations. This type of help can include fundraising assistance, budgeting and financial planning, program

planning, legal advice, marketing, and other aids to management. Assistance may be offered directly by the staff of a foundation or corporation, or it may be provided in the form of a grant to pay for the services of an outside consultant. *See also in-kind contributions.*

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